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ABSTRACT

This book is a guide intended for persons planning on relocating to Japan. Following a chapter on background information, 13 additional chapters lead the reader step-by-step through the relocation process. These chapters include: before leaving, on arrival, language, culture, doing business in Japan, household pointers and everyday life, schools (p.103-111), health and medical care, cars and driving, leisure activities, and major cities. Sources of information and recommended reading items are identified. (DB)

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Update Japan

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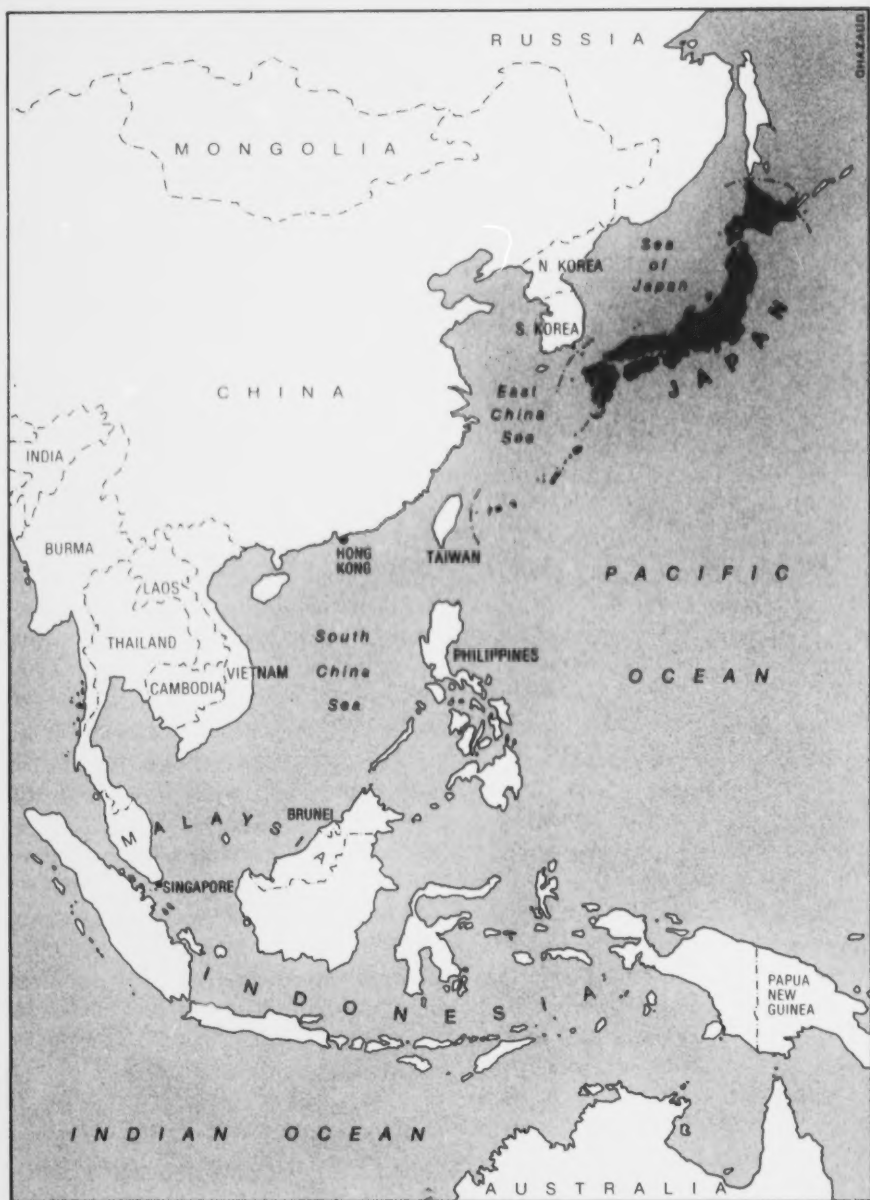
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Background

An ancient Japanese belief held that Japan was the easternmost land of the world and the closest to the realm of the sun which rose from the sea each day. According to the myths of the indigenous religion, Shinto, the Japanese are descendants of deities, and the emperor is the god on earth whose lineage stretches back to the sun goddess herself. The Japanese symbolize their country in the ideographs for "the sun" and for "rising."

The Land of the Rising Sun is also a land of contrasts and, according to some, of paradoxes—a country struggling to integrate the traditional and the modern. Exploration of Japan's history, its geography, and its people can provide considerable insight into this remarkable society and its current worldview. There is much for the newcomer to learn.

GEOGRAPHY AND CURRENT DEMOGRAPHICS

Japan is comprised of the four large islands of Hokkaido, Honshu, Kyushu, and Shikoku, and over four thousand smaller ones. Japan's total land area is 145,856 square miles, comparable to the state of California and similarly situated in the Pacific earthquake zone. The largest island, Honshu, is divided into the five regions of Tohoku, Kanto, Chubu, Kinki, and Chugoku. The country is divided

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into forty-seven administrative districts called prefectures. Three-quarters of Japan's entire population of over 123 million live on Honshu, and one-third of these live in and around Tokyo, the world's second most populous city.

The islands' volcanic origins have produced magnificent mountains, which make up 80 percent of Japan's total land area. Because this land is unsuitable for farming or urban development, the remaining 20 percent of the land must support a population half that of the United States, which makes it one of the most densely populated countries in the world. In some areas the population density is three times that of New York City.

Even though Japan is not agriculturally self-sufficient, it has the distinction of producing more food per acre than any other country in the world. Farmers cultivate every available open space. Since feeding and keeping livestock in such crowded conditions is not economical, Japan has directed its energy to the sea, supporting the world's largest fishing fleet—nearly one-half million boats. Understandably, fish replaces meat in most diets, and meat prices are staggeringly high. Poor in minerals and natural resources, Japan must import much of the raw material it needs—oil, iron ore, cotton, wool, lumber, and coal.

Of the 123 million people living in Japan today, an overwhelming majority are descendants of families that have lived in the archipelago for centuries. Japan is notable for its lack of ethnic diversity. Such homogeneity in a society can lead to severe problems for those considered different.

The two minority groups which are most evident in Japan are Koreans, who make up approximately 6 percent of the population, and the extremely controversial *burakumin*. A third minority group which has not yet gained as much publicity is the *Ainu*, an indigenous Caucasoid population which over the centuries has been pushed to the northernmost areas of the archipelago.

Many of the Koreans who live in Japan today are descendants of the large numbers who were forced to relocate to Japan as laborers after the occupation of Korea in 1910. Historically the Koreans and the Japanese have been fierce rivals. Korea has been

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depicted as a dagger pointed at the heart of Japan, and responses to this perceived threat find their outlet in Japan in both legal and social discrimination. For instance, individuals of Korean descent whose families have lived in Japan for generations must continue to register as aliens, year after year, and a 1948 law persists which bars Koreans from becoming public school teachers.

The second minority group we have mentioned are the burakumin. During the sixteenth through nineteenth centuries, a caste system developed which placed the warriors at the top, followed by farmers, handicraft workers, and merchants, in that order. At the bottom of the heap were the burakumin, the equivalent of the outcastes of the Hindu caste system.

The current estimated population of the burakumin is about three million. Extremely strong prejudices against this group remain and, though often denied by those in public office, underlying oppressive attitudes persist. As recently as the early seventies, books were published with biographical data on all the burakumin families so that people could make sure that potential family members were not of this group.

Educational and economic disadvantages persist for the burakumin, and an extremely high proportion do not even graduate from high school. Since one must have a high school degree to get a factory job or to work as a civil servant and since one cannot afford to send one's children to good schools unless one has a good job, the burakumin are trapped in a vicious circle of economic and educational deprivation.

CLIMATE

Most of Japan has four distinct seasons, although their length and intensity vary according to latitude. In Tokyo and other districts of central Honshu the temperature averages about 57 degrees Fahrenheit but goes below freezing in winter and into the high 90s in summer. Much like Washington, D.C., Tokyo is very humid, and, while it may not seem so cold by the thermometer, the dampness

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is chilling in winter. The coldest month is February, the hottest is August. It rains about twice as much in Tokyo as in London, with June being the rainiest month. Summer is damp and hot, autumn is pleasantly cool and relatively dry, while winter is generally cold with bright sunshine.

Snowfall occurs mostly in the mountains and in the north. There are many ski areas in the mountains of Honshu, which are to the west and within easy reach of Tokyo. Hokkaido in the north has a much colder climate, with at least five months of snow a year providing excellent skiing. Kyushu, to the south, is far more temperate, just right for growing oranges.

Spring arrives in April, with cherry blossoms appearing early in the month. Cherry blossom time is a festive period in Japan; nearly everyone turns out to enjoy the glorious flowering trees. Spring outings under the cherry blossoms are a ritual, and the settings in which they can be viewed range from tiny gardens near private homes to a valley near Kyoto, where 100,000 trees may be seen from Arashi Mountain.

HISTORY AND GOVERNMENT

Over the centuries, isolationist policies have allowed Japan to develop at its own pace with a minimum of outside interference. Modern Japanese society is firmly rooted in a long and rich past. If a visitor to the country today is to gain insight into the land and its people, a general understanding of the Japan of yesterday is vital. Toward this end we present a basic overview of Japan's past.

Ancient History

Japan's history stretches back more than ten thousand years to Neolithic times. During the *Yayoi* period, from about the third century B.C. to the third century A.D., the Japanese mastered the cultivation of rice. Many current values and behaviors, especially concerning cooperation and the avoidance of conflict, stem from the culture which developed around a rice-growing economy.

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During the Yayoi period powerful warlords began to consolidate the hundreds of states that existed throughout the islands. One ruling family in the Kansai area of southern Honshu managed eventually to bring the whole of Japan together under its control. According to ancient texts, the founder of this family was Emperor Jimmu, who began his reign in the year 660 B.C. Members of today's ruling family are said to be direct descendants of this first emperor. Jimmu's date of ascension, February 11, is Japan's National Foundation Day.

Middle Ages

From the fourth through the twelfth centuries, the emperor ruled in conjunction with powerful landholding families. Extensive contact with the civilizations of China and Korea from the third through the seventh century A.D. had an enormous impact on Japanese culture. It was during this period that Buddhism, the Chinese ideographic writing system, and court manners and style of dress were adopted by the Japanese emperor and his entourage. New ideas concerning architectural styles and city planning, as well as artistic trends and techniques practiced by craftspeople, also found fertile ground in the archipelago.

In the centuries which followed, the Japanese experienced a "golden age" as the Chinese influence was absorbed and synthesized into Japanese culture. The arts flourished, temples and shrines were built, cities grew.

Politics in Japan have alternated between periods of strong central rule by the imperial court and periods in which imperial rule weakened and feudal clans led by warrior generals vied for power. Eventually the *samurai* warriors who were hired by noble landholders to keep the rice-growing peasants under control gained enough power to control the country, and by the late sixteenth century, the entire country and all of its warrior factions were unified by the warlord Hideyoshi Toyotomi. During this era the great Osaka Castle was built, and the invasions of Korea and China were launched. Upon Toyotomi's death, his successor, Iyasu Tokugawa took the title of Shogun and moved the capital from Kyoto to the eastern city of Edo, which

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ultimately became the Tokyo of today. Prior to Tokugawa, the title of Shogun had been given to the general in charge of fighting barbarian tribes in the north. Ultimately, however, it came to stand for the warrior lord who held the reins of the entire Japanese government, and for three hundred years the Tokugawa Shogunate prevailed.

In 1543 the first westerners arrived in Japan from Portugal. For a brief time the Japanese tolerated contact as traders and missionaries sought to open up new markets for goods and Christianity. In the early seventeenth century, however, the shogunate abruptly broke off relations with the outside world and closed the country to all foreign commerce except for tightly controlled trading with the Protestant Dutch through the port of Nagasaki. Thus the perpetuation of what was then a flourishing feudal society of lords, ladies, peasants, and professional soldiers (samurai) was assured.

Modern Times

Japan remained closed until 1854, when Commodore Matthew Perry sailed into Tokyo Bay with his black warships and demanded that Japan participate in foreign trade. This event allowed groups dissatisfied with the Tokugawa Shogunate to gain enough power to reinstate the Emperor Meiji as the active head of state, thus ending the shogunate's three-century rule.

Under the guidance of the Emperor Meiji, the country embarked on a course of rapid economic growth and industrial development which soon brought Japan into the modern world. Japan's government was established as a constitutional monarchy composed of separate judicial and legislative branches, with the emperor as head of state. The army and navy were modeled after their German and British counterparts, and a period of exchange began between Japan and Western nations which allowed Japan to rapidly gain the knowledge and skills necessary to catapult itself into the twentieth century. The wisely managed domestic growth of the Meiji period laid the foundation for modern Japan.

With the advent of the Great Depression of 1929, militaristic factions in the government gained greater control and were able to

influence domestic and international policy to an increasing extent. These groups masterminded the aggressive expansionism that climaxed in the Second World War.

Current Government

After World War II Japan had to rebuild virtually from scratch. With the advent of the American Occupation, the government was changed to a constitutional democracy, the emperor serving merely as a figurehead.

Looking at Japanese politics from the outside, one may get the mistaken impression of similarity to that of Western democracies. It has universal suffrage and the secret ballot for elective offices. The executive branch is responsible to the Diet (Parliament), which consists of two houses, the House of Representatives (which is the more powerful) and the House of Councillors. Executive power is vested in a cabinet (the prime minister and ministers of state), and the judicial system is based on Roman law with several levels of courts and a supreme court that exercises final authority. Changes in political leadership occur without violence.

Despite these similarities, however, the political process in Japan is very different from that of the West, characterized more by consensus building than by executive and legislative leadership. Politicians and political parties do not lead; they wait to see how compromise will be worked out among different traditional factions. Major decisions in politics, as in business, are generally made only after lengthy consideration at all levels of the bureaucracy. Charismatic leadership is not valued in Japan as it is in the West.

Currently five parties compete for the spotlight in Japanese politics. These are the Liberal Democratic party (LDP), the Japan Socialist party (JSP), the Democratic Socialist party (DSP), *Komeito* (Clean Government party), and the Japan Communist party (JCP). From its founding in 1955 until 1989 the moderately conservative Liberal Democratic party dominated Japanese politics. But the LDP was weakened by the Recruit Scandal in early 1989, in which many LDP members were caught accepting large amounts of prebottation

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stock, and by the hasty implementation of the badly flawed consumption tax passed the year before. The result was a loss of the party's absolute majority in the ensuing election and the emergence of the Socialist party as a stronger political force. Only time can tell whether the conservative LDP, which gave Japan the stability it needed to recover from a defeated and war-torn state, will be able to lead the country into the new challenges of the twenty-first century.

The Emperor

Until the end of World War II, the emperor was regarded as divine and was treated as a living god; common people were forbidden to look at him. After Japan's defeat the emperor was officially designated a mortal. Emperor Hirohito, whose sixty-four-year reign (1925 to 1989) was called the Showa Era, was the longest reigning emperor in Japanese history. Hirohito was succeeded by his son, Akihito, whose reign is called the Heisei Era.

Akihito was born in 1933 and is the first member of the imperial family to be raised more or less as an ordinary child. In 1959 he married Michiko Shoda, the daughter of an important businessman with no imperial ties. Akihito's imperial style differs considerably from his father's as he attempts to make greater contact with the Japanese people. Despite the changes in recent decades, the imperial family still plays a prominent role in Japanese society.

THE ECONOMY

The people of Japan possess a native talent for adapting and improvising and a deep sense of thrift; they are oriented toward saving and reinvestment and are committed to hard work. The result is well known by businesspeople the world over. Despite its lack of raw materials, Japan is one of the major industrial producers of the world. The Japanese are taking great chunks of the market in Europe and North America in synthetic fibers, electronics, cameras, cars, trucks, and many other products. They are steadily winning massive

contracts throughout the Middle East and have signed long-range and extensive trade agreements with the People's Republic of China.

As mentioned above, ancient Japanese culture developed around a rice-growing economy. For hundreds of years the structure of Japanese society involved three tiers: the noble landholding families, the samurai warrior class, and the rice-growing peasants. During the Tokugawa Shogunate, the warrior class became the most powerful element of the society and controller of the economy. Another group, the merchant class, also gained strength during the centuries of peaceful commerce. With the Meiji Restoration the elite families who controlled the economy were naturally the ones with the wealth and power to lead the industrialization of Japan. They shifted gears and assumed their new role as business conglomerates with ease.

During World War II the Japanese economy was largely destroyed. The industries that survived were antiquated and had a reputation for producing inferior goods. The great business families which dominated the industrialization of the country before World War II proved to be virtually impossible to break up. When banned and scattered by Occupation legislation, they merely formed again when the Americans formally left in 1952. Today's incarnation of the ironclad family networks of old are the great trading companies whose influence reaches to all corners of the economy.

A combination of critical factors has contributed to Japan's rapid economic development: sophisticated industrial and economic policies; highly developed skills in math, science, and applied technology; a disciplined and dedicated work force capable of high productivity; a powerful group orientation and readiness for personal sacrifice; and strong capabilities in business organization, management, and strategic planning. All these factors have proved to be a recipe for success in the global marketplace.

In most free countries economic progress involves negotiation, competition, and often conflicts among banks, business, and government. In Japan all three institutions appear to work together like an army staff at the company level, a system that has led to the nickname "Japan, Inc." This conforms to the Japanese preference for harmony in overt social interactions. Below the surface, however,

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Japanese business executives are in some ways fiercely competitive. Gaining market share over competitors both at home and abroad is a principal goal of major Japanese corporations, and they will even sacrifice their subsidiaries toward this end.

Japan is committed to commercial and industrial growth, not simply by governmental or business policy but as a national objective very much linked to the country's survival. This commitment is inculcated in the Japanese at an early age. It is taught in school and is reinforced through the group orientation of the culture and by the economic forces with which the country contends. It is supported by the familylike structure of corporate organization, where the loyalty of employees is matched by the company's lifetime commitment to the care of and concern for them. Finally, it is embodied in the intricate relationship between government and industry. The Ministry of International Trade and Industry (MITI) works closely with Japanese businesses in both planning economic policies and carrying them out.

Trading Companies

Trading companies (*shosha*), for all practical purposes, control the country's international trade. The word denotes a marketing organization that not only participates in several types of manufacturing on an equity basis but at the same time acts as a wholesale distributor of the products. One trading company will frequently have a direct interest in both wholesale and retail operations and will act as an exporter, often owning its own ships. It will also often import for distribution and may supply the manufacturer with raw materials.

Mr. Company President is modern Japan's equivalent to its classical authority figure, the feudal lord. As the head of a major manufacturing company, he is backed by an army of support institutions, or *keiretsu*, and an infantry of second-tier companies that serve to provide the raw materials, subcontracting skills, and support functions that are required for the maintenance of an economic giant. In this way, the small to middle-sized manufacturer, who always

seems short of working capital, may have access to an in-house banker, exporter, importer, purchasing agent, and local marketing agent.

Although there are over five thousand trading companies in Japan, ten handle 50 percent of Japan's exports and 60 percent of its imports. Mitsubishi and Mitsui each handle 10 percent or more of the import-export market, followed by Marubeni, Itochu, Nissho-Iwai, and Sumitomo.

One should not, however, make the mistake of thinking of Japan only in terms of manufacturing giants like these, or of Sony, Toyota, and Honda. One of the great strengths of this least understood world power lies in its small or medium-sized firms. In fact, of the nearly five million individual enterprises listed in Japan, more than 98 percent are classified as small or medium, which means employing fewer than three hundred people. These small establishments account for over twenty-seven million employees, more than half the work force of the nation. They are the backbone of the country's economy and form a chain of subcontractors that provides the millions of parts the giant companies must have to circle the earth with their goods.

Recent Trends

In 1989, exports amounted to over \$269 billion, and Japan's GNP was \$2.836 trillion, yielding a per capita GNP of \$23,040. Such figures put Japan high on the list of wealthiest nations in the world. Japan has risen to industrial and commercial preeminence and has become a leading, if not ~~the~~ leading, producer of electronic products, automobiles, steel, shipping, and high-tech consumer goods. Even with the import of most of its raw materials, Japan's export growth has strongly outstripped imports and has resulted in a large annual trade surplus and accumulation of foreign exchange reserves. For investors, the Tokyo Stock Exchange is one of the most attractive and lucrative outside the U.S. and Europe.

The U.S. is and will probably continue to be Japan's largest trading partner, making up about one-third of Japan's world market

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and providing one-fifth of each year's imports, according to 1989 U.S. State Department figures. In upcoming years Americans can be expected to take increasingly stronger positions on trade restrictions and to push their own industries to match Japanese organizational and technical accomplishments. If their efforts are to be successful they will have to provide the training that business executives need to be more effective in cross-cultural operations.

In recent years Japan's economic miracle has shown evidence of plateauing. The growth rate of the GNP has begun to slowly decrease, and unemployment figures have begun to grow. It is very difficult to forecast the future of Japan because figures can be misleading. Unemployment figures, for instance, do not necessarily mean lack of opportunity. A major problem in Japan today is that there are actually more jobs than applicants. This labor shortage is seen by some to be indicative of a shift in worker attitudes. Individuals have become more choosy about what jobs they will take, and young people are more likely to adopt a "work a little, play a little" mentality. Rather than taking menial jobs as careers, they may work long hours for high wages over a limited period of time and then take a break, knowing that they will have no difficulty in finding employment later.

Major Japanese companies are among the largest in the world, and their operations are becoming increasingly international in nature. Japan is now the largest foreign investor in the United States, surpassing Britain and other European countries. Japan has also become the world's largest donor to developing countries and is taking an increasing interest in global development. As the world becomes more multipolar, Japan will continue as an influential economic force.

Before Leaving

VISAS

Short-Term Visa

Visa regulations for Japan have changed in recent years. Americans may now enter Japan without a visa for up to ninety days on what is called a tourist permit. After ninety days you must leave the country—there is no extension for a tourist permit. If you take the time to obtain a tourist visa from a Japanese consulate outside of Japan, you are eligible for a ninety-day extension after your initial visa has expired. You also have the option of changing your status by applying for a cultural or working visa.

Some people come to Japan to study a particular aspect of Japanese culture, such as martial arts, the tea ceremony, or the Japanese language. It is possible to get a cultural visa to pursue these studies through the art school you plan to attend. Working visas are obtained by foreigners who are hired by Japanese companies. Both the Japanese companies and the art schools provide all the necessary paperwork for the appropriate visa.

Persons traveling to Japan on business for a period not exceeding 180 days may apply for a short-term commercial visa. Requirements for both the tourist and the commercial visas include a valid passport, a completed visa application in duplicate, two passport

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photos, and a guarantee of financial responsibility, including return transportation (or simply transportation out of the country). In addition, the commercial visa also requires a letter (in duplicate) signed by an officer of your firm specifying in detail what you expect to do in Japan and the name and address of a Japanese business reference in Japan. You will also need a sponsor, a Japanese citizen or company that guarantees your flight out of Japan if you are found to be an undesirable.

In certain cases applications must be sent to Japan for approval. Additional papers such as an annual report of the company or a letter of guarantee from a Japanese firm which has close business relations with the applicant's company may be requested.

Long-Term Visa

A person traveling to Japan to assume a supervisory or executive post in a branch, representative office, or joint venture must have a long-term commercial visa. All of the requirements listed for the short-term visa apply and should cover the applicant's accompanying family.

For the long-term visa, the consulate requires a statement in duplicate from the applicant's firm describing the nature of the company in Japan, the responsibilities and salary of the applicant, and a list of all the non-Japanese employees, their length of stay, and their positions within the company. (Ask the Japanese consul for forms prior to departure.)

REGULATIONS AND RESTRICTIONS

Health Regulations

A smallpox vaccination certificate is no longer necessary. If you are traveling from an infected area to Japan, cholera and/or yellow fever shots will be required. Protection against typhus, typhoid, and polio is desirable, even though these diseases are not common in

Japan. It is also advisable to keep up your tetanus boosters and give your children the normal childhood inoculations.

Currency Restrictions

There are no currency restrictions for a visitor coming to or leaving the country, but the Ministry of Finance reserves the right to impose a limit depending on the international economic situation.

Customs Regulations

Customs clearance is slow but courteous. You may bring in four hundred cigarettes or one hundred cigars or half a pound of tobacco. You may also bring in three bottles of liquor, two ounces of perfume, and two timepieces (clocks or watches). Firearms, narcotics, and vegetable matter are not allowed, but personal medications are, of course, though it is advisable to have prescriptions or a doctor's statement with you for any medications which contain narcotics.

Regulations on accompanying household goods are very lenient. Anything that will follow you within six months of your arrival must be declared on a special form—unaccompanied luggage and everything shipped separately (car, pets, etc.). New and unused appliances are subject to duty but not used ones. The automotive division of the Japan External Trade Organization (JETRO), 1221 Avenue of the Americas, New York, NY 10020, can give you full details on importing cars to Japan.

PETS

If you plan to bring a pet with you to Japan, you will need proof of a rabies inoculation not less than 30 days or more than 150 days prior to your arrival in Japan. You will also need your veterinarian's certificate of good health, which must be certified by the proper official in the Japanese consulate. Dogs are subject to quarantine

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for between 14 and 180 days at the discretion of the Japanese veterinary quarantine officer. There is no quarantine for cats. Get information on regulations covering animal entry from a Japanese consulate or the Society for the Prevention of Cruelty to Animals (SPCA) in your area.

Quarantine authorities are polite, and English-speaking veterinarians and kennels are available. However, the biggest drawback in taking a pet is that many apartments and houses do not allow tenants to have pets. With housing availability limited, this should be a serious consideration.

CLOTHING

Adults

Clothing for each season in Japan is similar to what you would wear in North America at the same latitude. The Japanese tend to be very fashion-conscious and spend a great deal of money on designer and brand name clothes, footwear, and accessories. Generally a great deal of attention is paid to how one looks.

Men may dress informally outside the office, but shirts, ties, and jackets are customary for business calls and luncheon appointments. Fine quality dark blue or grey suits are the national uniform for the Japanese middle-class businessman; brown suits are rarely seen. The millions of office workers who once wore nothing but white shirts are now seen more and more in stripes and pastels, but the higher up the ladder you go, the more formal the attire. Black suits are worn for funerals and weddings, with a black tie for the former and a white tie for the latter.

For women, conservative blouses and skirts are the norm in the business world. Mature Japanese women usually wear skirts, often full, which make kneeling on the tatami floors of homes and restaurants easier. Dresses are not as popular as in Western countries. Young women are often seen in slacks, and teenagers wear blue jeans as they do all over the world.

Kimonos are worn only on special occasions such as weddings and holiday celebrations. The *yukata*, the kimono's comfortable cotton cousin, is worn casually inside the home and at resorts. Hotels generally provide their clients with yukata bearing that establishment's symbol, much like a logo. While on vacation, patrons will wear their hotel's yukata as they relax and even if they go out on the town. This custom serves to provide individuals with a means of identifying other members of their "hotel family" and thus with the comfortable environment of a family group away from home.

The Japanese are becoming taller and bigger because of nutritional improvements since the end of the Second World War. Clothes are available in most sizes, but Japanese body structure is still basically small. The sleeves of Japanese shirts and the length of slacks and skirts are often too short for westerners, but good custom-made shirts, suits, blouses, and skirts are available though expensive. Many businesspeople make a quick trip to Hong Kong to stock up on the inexpensive tailor-made clothes available there. Tall and large-sized westerners may have a problem finding clothes that suit them (see the chart on clothing sizes, page 19).

The Japanese are bothered more by hot weather than cold, and although apartments frequently have air-conditioning, they probably will not have central heating. Floors are often cold in winter, so slippers, warm socks, and stockings are a necessity. Dressing in layers of clothing is the best approach. Undershirts for men and women are widely worn by the Japanese and are a good idea. Women will find jackets useful, as well as warm coats to keep out the wind. Ski clothes are needed for winter sports.

Footwear is likely to be your biggest clothing problem. Loafers or shoes that do not require lacing are highly recommended. You will take your shoes off and put them back on many times each day in homes, restaurants, temples, and other places and may find tying and untying laces annoying and time-consuming. It is also important to have shoes that are comfortable for walking. Most people walk miles each day as they move between public transportation and their destinations of home, office, or shops. Keep in mind that you will need sturdy shoes, since road and path surfaces are often rough.

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Large and wide shoe sizes are generally unavailable in Japan. Men's shoes come only in two widths and only up to size 11½; women's go only up to size 9. Western-style shoes are available, but since they are manufactured in Japan and cut for the Japanese, they tend to be small. If you are hard to fit, take a good supply of footwear.

Children's Clothes

Styles and colors of clothing for small children are delightful. Cut larger than American styles, they are roomy and allow for plenty of movement.

Design and quality may be poor in inexpensive stores; in large department stores the quality is good, but prices are higher than in most other countries. We suggest taking rugged play clothes, wash-and-wear pants, and sturdy shoes for children, though you may also want to try out the cleverly designed Japanese canvas shoes and other special items. There are many useful accessories such as the *ombu*, a harness for carrying young children, and excellent fold-up strollers and car seats.

CLOTHING SIZE DIFFERENCES

Shirts and Collars

Japanese	36	37	38	39	40	41	42
American and English	14	14+	15	15+	16	16+	17

Men's Suits, Overcoats and Sweaters

Japanese	S		M		L		LL
American and English	34	36	38	40	42	44	46p

Women's Dresses and Suits

Japanese	9	11	13	15	17	19	21
American	10	12	14	16	18	20	22
English	32	34	36	38	40	42	44

Children's Clothes

Japanese	60	70	80	90	100	110	120	130	140
American	6 mo	1	2	3	4	5	6-6X	7-8	10-12

Men's Shoes

Japanese	24+		26		27+	28	29
American	5+	6+	7+	8+	9+	10+	11+
English	5	6	7	8	9	10	11

Women's Shoes

Japanese	23	23+	24	24+	25	25+	26
American	6	6+	7	7+	8	8+	9
English	4+	5	5+	6	6+	7	7+

Children's Shoes

Japanese	12	13	14	15	16	17	18	19	20	21	22	23
American	5	6	7	8	9	10	11	12	13	1	2	3

On Arrival

TRANSPORTATION

From the Airport

Flight time to Tokyo varies according to route and weather but is roughly eleven hours from the west coast of the U.S. and eighteen hours from Europe. Tokyo time is Greenwich Mean Time plus nine hours, or Eastern Standard Time plus fourteen hours.

On the plane you will be required to fill out a disembarkation-embarkation card. The disembarkation half is presented to the immigration officer when you arrive in Japan. The embarkation half is stapled into your passport and is to be submitted to the immigration officer when you depart.

Although there are three international airports in Japan—Narita and Haneda in Tokyo and Itami in Osaka—almost all international flights coming to Japan land at Narita Airport. Smaller airports serve all the major cities.

Narita Airport is forty miles from downtown Tokyo and maintains rigid security. Self-defense forces are very visible, and no one gets into the airport without having his or her passport checked; bags are often searched. Large-scale, occasionally violent demonstrations by displaced farmers and radical political parties took place at Narita when it was first built, and conflict still occurs now and then as the facility is expanded.

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Transportation to Tokyo includes train, taxi, and airport limousine. The cheapest and easiest is the relatively new Narita Express, which runs to downtown Tokyo. Taxis are also available, but the fare can run into hundreds of dollars. The airport limousine bus costs about twenty dollars but is slower than the Narita Express. Leaving every fifteen minutes or so, it takes anywhere from an hour and a half to three hours, depending on the traffic. It stops at major hotels and train stations in downtown Tokyo.

Haneda Airport serves all domestic flights and some international routes, mainly those from Asia. It takes between fifteen to forty-five minutes to make the eleven-mile trip from Haneda to Tokyo by taxi, bus, or monorail.

Itami Airport (Osaka International) serves the Kansai area. It is about thirty minutes from Osaka, forty minutes from Kobe, and an hour from Kyoto. Buses leave about every fifteen minutes (see the description of the Kansai area in chapter 12 for bus arrival and departure points).

Public Transportation

Public transportation within Japan is modern and extremely efficient but also tends to be very crowded in metropolitan areas. The main problem for foreigners is the language/alphabet barrier which makes the use of public transportation difficult and confusing. The amount of English used to designate carriers, stops, and routes varies with the type of transportation. For instance, metropolitan train and subway stations usually have signs in English, but bus stops will not necessarily be similarly marked. This means that bus transportation can be more difficult for those who do not read and speak Japanese. Non-Japanese speakers, however, should not be deterred, since it is still possible to take advantage of the convenience offered by public transportation, even if one does not know the language.

Subways and Commuter Trains

Japan has an excellent rail network of over sixteen thousand miles. Commuter trains and subways tend to be the preferred means

of travel for businesspeople and are punctual to the exact minute. They are invariably clean and well-maintained. Millions of people take advantage of Japan's public transportation system every day. Tokyo's Shinjuku Station alone sees two million people pass through its halls daily. During rush hours, 7:30 A.M.-9:30 A.M. and 5:00 P.M.-7:00 P.M., coaches are literally packed with commuters. At a few of the busiest stations there are actually "pushers" to help cram people into the trains.

Many stations contain huge multilevel shopping centers; you can walk through the underground mall surrounding the station for hours. If you get lost, simply ask someone for the trains (*densha*).

To use the subway, you purchase a ticket as you enter; the cost varies according to your destination. In Tokyo, bilingual subway maps are available at tourist information bureaus. They can prove indispensable in deciphering the fare maps above ticket-dispensing machines. If you do not have a bilingual map, be sure to have your destination written down in Japanese. By simply matching the characters of your destination to those on the fare schedule you can determine how much to pay for your ticket. Another option is to buy the cheapest fare and pay the remainder at the fare adjustment window at the exit gate of your destination. When you enter the boarding area, your ticket will be punched. Keep the ticket; you must surrender it as you leave the station at your destination.

At most stations in metropolitan areas the stops are printed in English as well as Japanese. If you pass your stop, just get out at the next one and go back.

There are occasionally Japanese men on very crowded trains who enjoy rubbing up against women for the sexual thrill. Passive Japanese women rarely do anything in retaliation. The best strategy for victimized women is to embarrass and berate the offender in an angry voice and attempt to move away. It does not matter what language is used; the message is universal. On late trains you may encounter individuals who have had far too much to drink during a long evening with fellow workers. Rarely are they a serious problem, although they can be annoying.

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Cross-Country Trains

To travel in Japan one usually takes a train which can vary from a local that stops at every station to the famous high-speed *Shinkansen*, or bullet train. If you are traveling an extended distance, you will want to take either an express train or the Shinkansen.

There are three types of tickets. Unreserved are regular-class, first-come-first-served seating. Depending on where and when you go, your train could be empty, but don't count on it. Popular runs are usually filled and have standing room only. Reserved Seats will cost a little bit more but are worth the cost, especially if you are traveling with children. The Green Car is first-class service and will cost a great deal more.

If possible, buy tickets in advance from a private travel service, which is easier than trying to do it in the confusion of the station. Also, a travel service is more likely to have someone who speaks English. On the day of travel, make sure you have all the details written down in Japanese, and allow yourself plenty of time to find the right platform and train. The conductors on the platform will be helpful in finding the appropriate section of the platform to wait for your particular car.

With unreserved seating you buy a ticket for distance only, not for a specific train. You can get on and off at any stop along the way as long as you reach your destination before the ticket expires—check the date printed on your ticket.

The Shinkansen is much more expensive than its slower cousins but shaves hours off traveling time. Traveling at a maximum speed of 130 miles per hour, the trip between Tokyo and Fukuoka in Kyushu, a distance of 731 miles, is completed in less than seven hours.

During national holidays an incredibly large number of Japanese travel. Every train will be packed to overflowing. Avoid train travel at these times or be sure to book well in advance.

If you plan to take an extended vacation by rail while in Japan, a JapanRail Pass is a good idea. This alternative is discussed in the "Travel in Japan" section of chapter 11.

Buses

Buses are an inexpensive means of transportation but are difficult to use if you don't read Japanese. Route maps are in Japanese characters with Arabic numerals. At stops, the numbers of the buses which take on passengers will be listed on the sign along with a timetable. It is desirable to have your destination written down so that it can be shown to the bus driver and neighboring passengers who can help identify your stop.

There are two types of buses in Japan. On one you pay a set fare of about ¥160 (see below, page 26, for an explanation of Japanese currency). These are most common in and around Tokyo and Osaka. The other type will have fares based on distance traveled. For this kind of bus, the usual procedure is to board at the rear door and take a ticket from a little machine. When you want to get off the bus, check the fare chart by the front door exit and pay the amount which corresponds to your ticket number.

Taxis

Taking taxis will lessen the strain on your nerves and blood pressure when shopping or sightseeing. You can arrange for their services by the hour through hotel doormen or flag them down in the street, although they do not always stop. Taxi lines can also be found at hotels and all train stations.

If a taxi is unoccupied, a red sign will be lit in the window in front of the passenger seat. It is often difficult to find taxis in the rain or on paydays, and sometimes foreigners will have more difficulty than Japanese. Because of the language difficulties of non-Japanese passengers, drivers prefer Japanese to foreign clients. Thus, don't be surprised if a number of cabs pass you by before one stops.

An important point to be aware of is that cabs are entered from the curb side and doors are controlled remotely by the driver, so don't try to open or close them yourself. Rates are approximately ¥3,000 an hour, or the meter toll, whichever is higher. Taxi drivers are not tipped unless they carry luggage or provide other special services. Many cabbies work

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sixteen-hour double shifts, and they must transport a certain number of passengers each day, so they drive like crazy to make their quotas.

If possible, look for a driver-owned cab (called *kojin*). The symbol [KANJI: 個人] will label these special cabs. Kojin drivers have to be *yu* drivers, that is, tested as excellent, in order to get owner-driver permits; they also have to have had long experience in driving the streets of Tokyo. The *kojin* are less garish in color than the fleets and can also be distinguished by a sign on the roof showing the two *kojin* characters. The characters also appear on the door in parentheses.

If you are traveling alone or without someone who knows Japanese, it is a good idea to have your destination written out for you in Japanese, including the telephone number, and to carry your hotel or home address with you. Since most drivers do not speak any English, this can make for a much easier trip and return journey. Cars can also be hired with English-speaking drivers but the cost is much higher. Addresses are very confusing in Japan, and even experienced cabbies sometimes get lost. If your driver does, ask him to telephone (*denwa shite*, pronounced "den-wah she-tay") your destination for directions.

Car Rentals

There are over 150 car rental agencies in Japan, with a wide variety of vehicles available. Prices are slightly higher than in other countries. Many of the offices are closed on Sundays and national holidays. A number of agencies, including Hertz, Honda, and Nippon Rent-a-Car, have branches in all major cities, at airports, and at major hotels. An international or Japanese license is required, and the driver must be eighteen.

MONEY MATTERS

Currency

The Japanese unit of currency is the *yen*, the sign for which is "¥." Bills come in different sizes and colors and in increments of

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1,000, 5,000, and 10,000 yen. Coins are made of aluminum, copper, or silver and are available as 1, 5, 10, 50, 100, 500 yen pieces.

Since August 30, 1971, the yen has been allowed to float freely against the dollar by agreement between the U.S. and Japan. The exchange rate changes constantly and is printed daily in all English-language newspapers and posted at all major hotels and banks.

Banking

Anyone living in Japan for an extended period will want to open a savings account at a Japanese bank. Such bank accounts can be opened with as little as ¥100. Checking accounts and personal checks are not common. Cash is the preferred medium of exchange because it is quickest and easiest. Due to the low incidence of crime, carrying large amounts of cash around is considered preferable to having to wait at the grocery checkout. Bank machines are just beginning to make their entrance in the Japanese banking system and are not as popular as in the United States, since they have been installed inside banks and are only available during normal banking hours. Bills can be paid automatically through your bank. Post offices also offer banking services. You may want to go with a Japanese friend when first opening an account; main branches of large banks will probably have banking information in English but not always.

Credit Cards and Traveler's Checks

All the major credit cards and traveler's checks may be used in the larger Japanese establishments. Most of the Western-style hotels and their shops will exchange traveler's checks, U.S. dollars, and pounds sterling. Cashier's checks are not advised; using them is time-consuming (clearance can take as much as a month) and involves a great deal of red tape.

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Tipping

Tipping is not customary in Japan. In hotels a 10-20 percent surcharge is added for service. In restaurants if the bill exceeds ¥2,500 per person, then 10 percent is added. Never try to tip someone who has helped show you the way somewhere or has done you a kindness. He or she will feel insulted; just offer a warm thanks.

Duty-Free Shopping

You may buy as much as you wish from designated tax-free stores in large cities, but be sure to obtain Tax-Free Certificates on any major purchase to show to customs when you leave Japan. Take your passport with you when you make such purchases.

Taxes

With each revision, the Japanese tax system has become increasingly complex. There are both direct and indirect taxes imposed on individuals and corporations by both national and local governments.

Of special interest to foreigners are, of course, the income tax and the various consumer taxes. The latter include taxes on travel, postage stamps, food, lodging, entertainment, automobiles, tobacco, gasoline, and utilities. There are also luxury taxes on various commodities.

In April 1989, Japan instituted a new 3 percent consumption tax on everything from stamps to college tuition. This tax has caused many problems and much confusion because of the ambiguities and complexities of the law.

Generally, the income tax authorities consider an individual living and working in Japan for a year or more as a resident. Japanese authorities will tax all income received by residents, from both national and international sources. Nonresidents are people who reside in Japan for less than a year; they pay tax only on income from sources within Japan.

Whatever taxes corresponding to Japanese income tax you pay outside Japan can be claimed as a credit against the Japanese income tax, with certain limitations. Income taxes are taxed proportionately, similarly to how it is done in the United States. A new arrival should check with local sources about prefecture and area-specific regulations.

You should also obtain information regarding your tax status in your home country while you reside in Japan. Your embassy or consulate has the necessary forms and will also answer any tax questions you may have.

REGULATIONS

Extending Your Visa

If you plan to stay longer in Japan than your present visa allows, go to the Immigration Office within thirty days of the expiration date (not before that) to request an extension. You will need a letter from your sponsor (except in the case of a tourist visa) guaranteeing further support and repatriation and giving the reason for the extension.

It can take up to two months for you to receive your new visa, but the immigration official will stamp your passport stating you have applied for it.

Alien Registration

Within sixty days of arrival you, and all members of your family over the age of fourteen, must register at the ward (administrative) office of your city. (In Tokyo and other major urban areas, this would be one of the smaller cities, or *shi*, within the metropolis, for example, Mitaka-shi in Tokyo, Matsubara City in Osaka.) Bring your passports and three passport photos for each family member. You will complete a form in duplicate, be fingerprinted, and receive your Alien Registration Card. The card is good for five years, after which time it can be renewed. Surprisingly, there is no fee for an Alien Registration

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Card, but be sure to register before the sixty-day period expires; otherwise, you are in for all sorts of problems. At the very least you will have to write a *gomen nasai* (I'm sorry) letter, stating that you are totally at fault and humbly begging for forgiveness.

All foreigners in Japan must carry their passports or Alien Registration Cards at all times. If you have an accident or any other official encounter and do not have your passport or card with you, you will find yourself, according to the Japanese, in serious trouble—which means you will be spending a very lengthy time trying to explain yourself and apologizing.

Every change of address or status while you are in Japan must be reported to the ward office within fourteen days so that it can be entered on your card. You must, of course, immediately report a lost or stolen card.

If you should have a baby while in Japan, find out in advance from your consulate or embassy the rules for registering the child. The Japanese are very fussy about procedures; red tape is often prodigious.

Reentry Permits

If you plan to leave Japan and return, you must get a reentry permit. The single-reentry permit allows you to reenter Japan once. The multiple reentry permit allows for unlimited returns while it is valid (until your present visa expires). Multiple-reentry permits are, however, more expensive and have an expiration date. For travelers only returning a single time, a single-reentry permit is more economical.

Reentry permits can be obtained at any immigration office in Japan, for a fee. Please note, however, that if you have a single-entry visa and leave the country without a reentry permit, your Alien Registration Card will become invalid.

Immigration Offices

Immigration offices are overworked and understaffed. At the Tokyo office nearly a thousand people are processed every day. The

lines are long and the office is small. Be prepared to spend a good part of the day waiting; have all your documents in order, and be polite. It is a privilege to stay in Japan and the officials can deny that privilege to anyone they do not like (see chapter 12 for addresses of immigration offices in the various cities).

STREET ADDRESSES

In Japan there are no street addresses as westerners know them, but the Japanese have their own system, which has these divisions: *ku*, *machi*, *cho*, *chome*, and *banchi*. *Ku* is the ward; *machi* is the town within the *ku*; *cho* is the village within the *machi*; *chome* is the block (or it may be several blocks) within the *cho*; and *banchi* is the building number within the *chome*. Traditionally, buildings are assigned numbers as they are built rather than according to location, so sometimes the system can be quite confusing.

In Tokyo, as in most large cities, there are also districts like the Ginza, Marunouchi, Shinjuku, etc.

COMMUNICATION

Telephones

Overseas Calls. Placing overseas calls from Japan is relatively easy. International calls can be made from the green, card/coin public telephones with an "International Domestic Card/Coin Telephone" legend on the front panel of the coin box. These telephones are located in airport lobbies, major hotels, and most large train stations. They can be used for ISD (see below), collect, and credit card calls. Telephone cards are inserted in a special slot in these telephones and are debited for the amount of the call. Cards are available at all telephone stores and at the numerous card-vending machines. They range from 500 yen to 10,000 yen, 1,000 yen being the most common.

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1. **ISD (International Subscriber Dialing) Calls.** After picking up the receiver, insert several ¥100-coins or a Japanese telephone card. Dial 001 + country code + area code + local telephone number. Country codes can be found in the telephone book.
2. **Collect and Credit Card Calls.** Insert a ¥10- or ¥100-coin or a Japanese telephone card before dialing. Next dial "0051" and book your call with the KDD operator. KDD (Kokusai Denshin Denwa) deals with all international calls. There are English-speaking operators to assist you when needed. Upon completing the call and replacing the receiver, your coin or card will be returned.

In most airports and large hotels, there is also the new "Home Country Direct" service. Just push the button of the country you wish to call.

Economy and discount rates for direct-dialed calls are from 7:00 P.M. to 8:00 P.M. daily and all day on Sundays and national holidays. These rates are not available for operator-assisted calls.

Local Calls. If you are in the same city as the number you are dialing, simply dial the individual telephone number. If you are calling to another city, you must dial that city's area code before the telephone number.

Public telephones come in a variety of colors; the green ones take Japanese telephone cards as well as coins. Local calls cost ¥10 for three minutes of service. The further away you call outside of the local area, the more your call will cost. To use a pay phone, lift the receiver, insert a ¥10- or ¥100-coin, and dial your number. More than one coin, or even a combination of coins and telephone card, can be used in pay phones. The phone will use up the telephone cards first, then the ¥100-coins, and finally the ¥10-coins. Public telephones do not give change when ¥100-coins are used. Before your time is up, a buzzer sounds to indicate more coins must be inserted.

Some important numbers (answered in Japanese) to note are the following:

Police—110

Fire/Ambulance—119

Time of Day—117

Directory Assistance—(area code) + 104

Area Code Information—105

Telephone Information. In addition to "Information in English" (described on page 37), Japan Travel-Phone offers English-language travel information and assistance in solving problems from 9:00 A.M. to 5:00 P.M. daily.

For eastern Japan Tel: (0120) 222-800

For western Japan Tel: (0120) 444-800

For Tokyo Tel: (03) 3502-1461

For Kyoto Tel: (075) 371-5649

Telegrams

Overseas telegrams are handled by KDD (Tokyo office, Tel: (03) 270-5111) or at post offices or major hotels. There is a seven-word minimum. Urgent telegrams cost double and lettergrams are half the ordinary rate.

Postal Services

The International Post Office and Customs Office is open from 8:00 A.M. until 8:00 P.M., and English-speaking clerks are available to help you (Tel: (03) 241-4891). Stamps may be bought at hotels, post offices, and at any small shop that displays a red-and-white double-capped "T" sign [T]. Red postboxes are for ordinary mail, blue ones for express mail or special delivery. In Tokyo if there are two slots in the red box, the right-hand one is for Tokyo, the left is for everywhere else.

Airmail to the U.S. or Europe may take only six days; however, it can sometimes be delayed so long in the Tokyo bottleneck

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that delivery may take as long as nine days. For sea mail to the U.S. or Europe, allow six to eight weeks. Parcel post may take up to eight weeks. Most department stores will ship your purchases overseas. Mail service overseas from Japan is very efficient and quite safe (smaller packages mailed surface sometimes go by air).

Newspapers, Periodicals, and Books

Japan has four English-language newspapers: the *Japan Times*, the *Daily Yomiuri*, the *Asahi Evening News*, and the *Mainichi Daily News*. All of these are sold in major hotels and train stations. The *Japan Times* has the largest circulation and can be delivered to your home. The *International Herald Tribune* is now printed in Tokyo and is available daily. To subscribe, call (03) 201-0205. Other overseas newspapers are usually a day late and at least four times the newsstand price.

Two reliable and useful journals for business executives come out weekly: the *Japan Economic Journal* and the *Oriental Economist*. Two very good monthlies are *Business Tokyo* and *Venture Japan*. There is also now an *Asian Wall Street Journal*, and the American Chamber of Commerce of Japan puts out a monthly journal that is useful in monitoring the Japanese business scene.

Time, *Newsweek*, and many other magazines are available at major hotels and in English-language bookstores, such as Kinokuniya in Shinjuku. *Newsweek* subscriptions are also available in Tokyo: call (03) 3478-6721.

English-language books can be found on sale in most large hotels. There are also a few large bookstores, like Kinokuniya, and a number of secondhand bookstores that carry English books.

Radio and Television

The main radio station broadcasting in English is FEN (Far East Network, at 810 kHz on the AM dial), which is maintained and operated by U.S. forces stationed in Japan. FEN's hourly news reports, sports, and U.S. radio programs are an important link for

the expatriate to the world outside Japan. Many Japanese radio stations broadcast English-language programming and may even have foreign DJs.

Many Japanese television sets come equipped with a bilingual switch, which enables you to watch and listen to certain shows in either language. Popular English and other foreign-language movies are shown once or twice a week. VCRs are popular and there are many video stores which have both Japanese and English films. Some American television series are also broadcast but mostly between one and four in the morning. There are nightly news broadcasts which are simultaneously translated into English and can be heard via bilingual switch. Special events such as the U.S. Superbowl are now being shown more often. Cable is available in the large cities—CNN is everywhere.

SECURITY

Insurance

According to Japanese law, foreign insurance companies that do not have branch offices in Japan cannot issue policies on persons and property in Japan. You can, of course, insure with American or other Western companies that do have licensed branches there.

The American Chamber of Commerce of Japan (which is a useful source of information on insurance and other personal and business matters) recommends personal insurance on household contents and liability for fire, earthquake, and windstorm damage. Fire is feared in this crowded land of paper and wood houses, especially since neither fire protection nor water supplies are adequate to the need. Earthquakes are frequent and, though most are mild, strong quakes do occur. Therefore, the Japanese place great stress on earthquake preparedness. Windstorms and typhoons are also known to cause considerable damage.

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Some people take out a Broad Form Resident Theft policy, a relatively inexpensive and valuable protection. Incidentally, if you injure an intruder in your home, you are subject to charges of assault and battery. You are expected to leave him to the police.

Regarding health insurance, anyone with a working visa may apply for coverage under Japanese National Health Insurance at the ward office in your residential area (see chapter 8 on health for more information).

As an employer, you are responsible for the medical care of any servants in your home. You will probably want to insure your household help for accidents and sickness. If you have school-age children, inquire whether the school provides accident insurance. Not all schools do.

Police

Japan has an enviable police force; over 47 percent overall are college graduates—50 percent in Tokyo, nearly 60 percent in Osaka, and an amazing 76.4 percent in Hiroshima. Japan has long been noted for the quiet efficiency of its police and its extraordinarily low crime rate. Japanese police work closely with local communities, even in Tokyo; the neighborhood *koban* (police box) system gives the police unusually close and friendly rapport with each community.

Police boxes are small buildings located at strategic corners in each neighborhood. The officers are assigned to a *koban* twenty-four hours a day. They take turns patrolling the neighborhood on bicycles. Almost none of Japan's few murders and robberies are committed with handguns, the ownership of which is strictly forbidden. While the policemen themselves are generally armed, they almost never use their weapons in the line of duty.

Japan's elite riot police are noted for their discipline, toughness, and restraint. Their training includes the delicate arts of the tea ceremony and flower arranging, as well as advanced training in judo, kendo, and karate.

RESOURCES

Help on Arrival

"Information in English" is a telephone service provided in Tokyo and Yokohama. Provided by NTT (Nippon Telephone and Telegraph, which deals with all calls inside Japan), this service can help you with useful numbers and information on any aspect of living or traveling in Japan. They will provide addresses of hospitals and other agencies that help with various kinds of problems. Phone lines are open Monday through Saturday from 10:00 A.M.-7:00 P.M.

At Narita Airport	(0476) 28-1010
In Tokyo	(03) 3201-1010
In Yokohama	(045) 322-1010

Tourist Information Centers

The Japan National Tourist Organization (JNTO) is friendly and helpful. English-speaking staff will provide information, maps, schedules, and directions for travel around Japan. These offices, which are open Monday through Friday and Saturday until noon, are located at the following addresses:

1. Narita Airport, Airport Terminal Building, Narita, Chiba pref. Tel: (0476) 32-8711.
2. Tokyo, Kotani Building, 6-6 Yurakucho 1-chome, Chiyoda-ku, Tokyo. Tel: (03) 3502-1461.
3. Kyoto, Kyoto Tower Building, First Floor, Higashi-Shiokojicho, Shimogyo-ku, Kyoto. Tel: (075) 371-5649.

Language

In Japan, language is inextricably intertwined with social life. Language is not so much an expression of ideas as an expression of sociality. For a Japanese to speak incorrectly, for instance, too informally or too familiarly with a senior, is considered antisocial behavior. Although speech is often considered a secondary means of communication, incorrect use of the spoken word can mean great loss of respect for the speaker.

The Japanese glean meaning from the context of a conversation—who is speaking, how the message is delivered, and the situations in which the parties are involved—rather than the actual words. For the Japanese, what is said is not nearly as important as how it is said. For a more thorough discussion of this topic, see chapter 5.

The importance placed on the manner of speaking is reflected in the language. Although the grammatical structure of Japanese is fairly straightforward and there are few exceptions to the rules, the words themselves are altered according to the amount of respect or familiarity one wishes to express. Such changes are not expressed in English and can therefore be difficult to adjust to for language students. For example, the verb *iku* (to go) is informal and might be used in a sentence like "The child goes." When the formal suffix is added, the verb becomes *ikimasu*, which reflects more respect and would be appropriate for a sentence like "The woman goes." When a student says "The teacher goes," for instance, the verb changes yet again to indicate even more respect, *ikaremasu*. The closest English translation would be, "He respectfully goes."

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To speak Japanese well one must be perfectly in tune with the intricacies and subtleties of Japanese society. Thus, though it is easy for the student of Japanese to get his or her idea across, it is exceedingly difficult to do it with the appropriate amount of deference and socially important expressions of respect.

WRITING

The Japanese did not use a writing system until the Chinese ideographic system was introduced by Buddhist monks in the sixth century A.D. These ideographs have gradually developed from stylized pictures into quickly written characters and are called *kanji*. Kanji are the basis of modern written Japanese and can be as simple as a single horizontal stroke to signify the number one, [KANJI: —], to compound characters of thirty strokes.

The kanji of the Chinese system are richly connotative and well suited to the relatively simple language construction of Chinese but proved to be lacking when it came to expressing the very important nuances of spoken Japanese. Eventually, the Japanese simplified forty-six kanji into new symbols called *kana*, which stand for either vowels or simple consonant-vowel combinations. The kana thus express **syllables** and the resulting set of characters is called a syllabary. This syllabary, called *hiragana*, is used to supplement the kanji root characters and "spell out" such elements as verb endings and the slight pronunciation differences which express different levels of respect and familiarity in the spoken language.

In addition to kanji and hiragana, there is a second syllabary called *katakana*. Katakana are kana that differentiate words that are of Japanese origin from those that have come to Japan from foreign sources. All words which are of Japanese origin are written using kanji or hiragana or a combination of the two. All foreign words employ katakana. Katakana can be interpreted as a kind of script or italicized hiragana. The symbols stand for exactly the same sounds as the kanji or hiragana, but they are even more simplified and can be recognized by their notably angular style.

a	i	u	e	o
ア あ	イ い	ウ う	エ え	オ お
Ka (ga)	Ki (gi)	Ku (gu)	KE (ge)	Ko (go)
カ か	キ き	ク く	ケ け	コ こ
Sa (za)	Shi (zi)	Su (zu)	Se (ze)	So (zo)
サ さ	シ し	ス す	セ セ	ソ そ
Ta (da)	Chi	Tsu (zu)	Te (de)	To (do)
タ た	チ ち	ツ つ	テ て	ト と
Na	Ni	Nu	Ne	No
ナ な	ニ に	ヌ ぬ	ネ ね	ノ の
(pa) ha(ba)	(pi) hi (bi)	(pu) hu (bu)	(pe) he (be)	(po) ho (ba)
ハ は	ヒ ひ	フ ふ	ヘ へ	ホ ほ
Ma	Mi	Mu	Me	Mo
マ ま	ミ み	ム む	メ め	モ も
Ya		Yu		Yo
ヤ や		ユ ゆ		ヨ よ
Ha	Hi	Hu	He	Ho
ハ は	リ り	ル る	レ れ	ロ ろ
Wa	n			o
ワ わ	ン ん			ヲ を

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Hiragana and katakana are employed when the Japanese wish to "spell out" words syllabically and a working knowledge of them can prove very useful. They are likely to be found on road signs, designating subway stops, in advertisements, and on menus and are common in everyday life. Flash cards are probably the best bet for learning the syllabaries and can be useful for whiling away the long hours on the airplane.

The prospect of learning kanji can be somewhat daunting. There are over two thousand characters which have been officially designated as commonly used and thousands more that are studied by scholars. Some kanji will prove very useful, and learning to recognize them should be a top priority, if only to avoid some potentially embarrassing situations. These include *iriguchi* [KANJI: 入口] (entrance), *deguchi* [KANJI: 出口] (exit), *otearai* [KANJI: お手洗] (toilet), *otoko* [KANJI: 男] (man), *on'na* [KANJI: 女] (woman), and the numbers.

<i>ichi</i>	1	一	one	<i>ju</i>	10	十	ten
<i>ni</i>	2	二	two	<i>ju-ichi</i>	11	十一	eleven
<i>san</i>	3	三	three	<i>ju-ni</i>	12	十二	twelve
<i>shi</i>	4	四	four	<i>ju-san</i>	13	十三	thirteen
<i>go</i>	5	五	five	<i>ni-ju</i>	20	二十	twenty
<i>roku</i>	6	六	six	<i>ni-ju-ichi</i>	21	二十一	twenty-one
<i>shichi</i>	7	七	seven	<i>hyaku</i>	100	百	hundred
<i>hachi</i>	8	八	eight	<i>sen</i>	1,000	千	thousand
<i>kyuu</i>	9	九	nine	<i>man</i>	10,000	万	ten thousand

If you plan to take public transportation, it would be very helpful to be able to recognize the kanji for frequent destinations and to be able to write out your home or return address.

Although Japanese is a very complex language and not easily mastered, the effort you expend studying it will definitely be to your advantage. It is a matter of courtesy to be able to say at least some words and phrases in the language of your host country, and the Japanese are delighted and flattered when anyone tries. Furthermore, your mobility and access to the real Japan are greatly increased if you can talk with the people.

PRONUNCIATION

Japanese is not difficult to pronounce, unlike the neighboring Chinese tonal language with its numerous dialects. The focus of Japanese is five vowel sounds. These are pronounced as follows:

A as in "father"	<i>san</i>
E as in "ate"	<i>sake</i>
I as in "week"	<i>kimono</i>
O as in "most"	<i>obi</i>
U as in "moon"	<i>mura</i>

There are also a few easily pronounced diphthongs such as "ai" as in "kaiser" (*samurai*) or "ei" as in "rein" (*geisha*). The first five kana of each of the syllabaries stand for these vowel sounds. All other sounds in the Japanese language are simply various consonants with these vowel sounds tacked on; for example, *ka*, *ki*, *ku*, *ke*, *ko*, *na*, *ni*, *nu*, *ne*, *no*, and so on. Learning the consonant sounds should generally be easy for English speakers since they are all commonly used in English.

Although it is fairly easy to sound out Japanese words once you have learned the kana, recognizing supposedly familiar words that have been written in katakana can be surprisingly difficult. Being able to read the words is only half the battle; you must also be able to

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put the parts together and figure out what they are referring to. For example, if you read the katakana characters for "Re-Su-To-Ra-N," you still need to put them together into the word *restaurant*. These hybrid words are called *gairaigo*; the word *gai* means "foreign"; *rai* means "come"; *go* means "word" (literally, "words that come from outside"). Try these *gairaigo* for practice:

Ha-N-Ba-Ga	=	Hamburger
Sa-N-Do-I-Chi	=	Sandwich
U-I-Su-Kii	=	Whiskey
Bii-Ru Ga-De-N	=	Beer Garden
A-Pu-Ru Pa-I	=	Apple Pie
Pu-Ra-To-Ho-Mu	=	Platform
Sho-Pi-N-Gu Se-N-Ta	=	Shopping Center
Ma-Ku-Do-Na-Ru-Do	=	McDonald's

As with most languages, a few pronunciation irregularities exist. These can be observed in the kana tables provided, such as the shifts from *s* to *sh* and *h* to *f*, but these are quickly learned and easily mastered.

One notable difference between Japanese and English is that Japanese does not differentiate between the sounds *l* and *r*. Often the Japanese *r* is pronounced somewhere between the English *l* and *r*. The result is that words such as *red* and *led* and *rice* and *lice* are not distinguished.

Another point to keep in mind is that Japanese does not include consonant combinations. Thus any foreign word which is written out in kana will be altered to fit the existing written language structure. The result is that such words as *bird* and *bad* are both written and pronounced in katakana as "ba-do."

Pronouncing words in Japanese is relatively easy when compared with English since every syllable receives equal stress. Most Japanese words have several syllables and nearly always end in a vowel, though sometimes the last letter is an *n*. To help get the feel of a word, pronounce it syllable by syllable: "ki-mo-no," for example, or "Hi-ro-shi-ma." If you run into a word with a consonant and a vowel

separated by *y*, treat the combination as a single syllable: for example, *Kyushu* is pronounced "cue-shoe."

LEARNING JAPANESE

There are many Japanese language schools located throughout the country, and enrollment in a class is still the best way to make rapid progress in the early stages. A by-product of enrolling in a class is that you will meet and get to know others in your same situation.

Seek out a good tutor as well. If you want to learn quickly (before you lose heart!), you need classroom instruction **plus** home practice. In addition, listening to TV regularly will help your rhythm, cadence, and pronunciation, even if you do not understand the words. TV "home dramas"—the equivalent of soap operas—are relatively simple, entertaining, and easy to understand.

Purchase of or access to good reference books is also extremely important. Many books attempt to instruct the beginner student in romanized Japanese. Although this can be handy for people who only wish to speak the language and have very little time, it can severely handicap the serious student since it develops a reliance on the romanization and impedes the process of learning to read and write. If you hope to be even slightly literate, you should learn the kana and their use right from the start.

When choosing texts or dictionaries to begin your study, try to find ones that are careful to explain grammatical points and that approach the subject with a bit of humor. Vocabulary lists should be checked to be sure they include everyday words that you expect to use often. A basic kanji book can get you started with writing and recognizing the symbols.

Although you should learn hiragana and katakana, it will be a long time until you will be efficient with a Japanese dictionary that uses kana listings. For looking up words quickly, there is nothing like your native alphabet.

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LANGUAGE SCHOOLS

Language schools continuously advertise in all English-language newspapers and other publications. Choosing the right school depends on what you are looking for and, to a great extent, on how lucky you are in finding it. There are many schools to choose from and you will want to explore several possibilities before you choose one. Some points you may want to keep in mind when looking for a language school include the following:

- Does the school emphasize speaking, reading, or writing or does it give all three equal emphasis?
- Are teachers able to explain complex grammatical points in English?
- How much opportunity is there for individually tailored programs?
- What are the teacher/student ratios?
- Will there be opportunity for extra help from the teachers or assistance in finding a tutor?
- What are the class materials like? expensive textbooks or photocopied sheets?
- Do facilities include audiovisual or individualized audiocassette capabilities?

These are just a few areas to consider when the time comes to make your decision. To help get you started, here is a brief list of some of the better-known Japanese language institutes.

Berlitz. Berlitz has over forty schools in cities throughout Japan, including Tokyo, Osaka, Nagoya, Kyoto, Fukuoka, Hiroshima, and Sapporo. Call their Tokyo office for more information: (03) 3222-5351.

BI-Lingual. Bi-lingual has about twenty schools throughout Japan: in the Tokyo area, call (03) 3780-5321; in the Nagoya area, call (052) 241-6231; and in the Osaka area, call (06) 362-9671.

ECC Foreign Language Institute. In the Tokyo Shibuya-ku area, call (03) 3409-1300, or in Shinjuku-ku, (03) 3268-4181. In the Nagoya area, call (052) 961-0144; in the Kyoto area, call (075) 252-1430; and in the Osaka area, call (06) 341-3287.

Linguarama Executive Language Schools. In the Tokyo area, call (03) 3581-5634; in the Osaka area, the number is (06) 721-8978.

Culture

In discussing Japanese culture, indeed, in discussing any culture, the danger of overgeneralization or stereotyping is always present. There are exceptions to most rules and infinite variety within every culture. Generalizations are valuable, however, in enabling us to prepare for an encounter with values and behaviors different from our own, and set us on the path of understanding them rather than simply reacting to them. In this context, note that we refer often to "the Japanese" for simplicity of style rather than because we fail to recognize that not all Japanese may fit the generalizations being made.

On the surface, Japan looks westernized. Glass and steel skyscrapers dominate the Tokyo skyline; neatly uniformed workers perform their tasks side by side with futuristic robots on automobile assembly lines; brisk young executives swarm through the streets and into banks and office buildings; huge industrial plants spew forth pollution; farms are highly mechanized; and complex freeways are jammed with the most recent models of immaculately polished cars. But, beneath the surface beats the heart of an ancient society firmly founded on traditional principles and mores.

The combination of the old with the new, the ugly with the beautiful—this is Japan. Like a visual paradox, the eye is drawn first to the modern, then to the traditional, and back and forth until the differences become blurred. At times individuals may seem to merge

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with the groups to which they belong and a Western eye, deprived of the stimulation of explicit difference and individuality, may become lost in a blizzard of conformity. When one moves past the superficial observations and assumptions of the newcomer, however, one finds a rich cultural setting peopled by individuals raised in a complex and intricate code of ritual and responsibility. Eventually Japan comes to appear as a rich tapestry, the product of modern practices and ancient customs woven together. Exploring the intricacies of this tapestry is one of the joys of living in Japan.

RELIGIONS AND PHILOSOPHIES

Japanese Pragmatism

The Japanese tend to be pragmatists, adopting those aspects of philosophical or religious systems that reinforce their basic attitudes toward social responsibility and personal duty while providing better ways of dealing with contemporary issues. They assimilate new ideas just as they assimilate new technologies, finding applications for whatever is useful and discarding all excess, even where religion is concerned.

A well-known Japanese saying is that one is "born Shinto and buried Buddhist." Between these two occasions one may take part in a variety of ceremonies of divergent religious origins. Teachings that, over time, have been introduced to Japan have not been adopted as whole systems of belief. Instead, elements of them have been selected depending on the utility of particular features. Religion is not so much a final determinant of belief and behavior as it is a source of rites and rituals to be used in various situations of day-to-day living.

Three philosophies dominate: Shinto, Buddhism, and Confucianism. Over the centuries, they have fused into a singular construct of precise social rules, mores, and traditions unique to the People of the Rising Sun. Awareness of these aspects of Japanese culture and the resulting codes of conduct can provide valuable insight into Japanese ways of thought.

Shinto

Japan's indigenous religion is called Shinto. The basic tenet of Shinto is that every object, animate and inanimate, is home to *kami*, or gods. The result is a naturalist religion which stresses harmony with one's environment. Shinto is polytheistic, allowing for the existence of a multitude of deities and providing ample room for contemporaneous belief systems and the assimilation of new religions and philosophies. Over the centuries Shinto has provided fertile ground for Japan's pragmatic tendencies.

Shinto shrines can be recognized by the *torii* gate—two upright pillars with a crosspiece on top. There are over a hundred thousand such shrines throughout the country, of all sizes and degrees of opulence, from the huge Meiji Shrine in central Tokyo to thousands of small shrines along roads and paths, erected wherever auspicious events have occurred or people have felt fit to honor the deities.

The Japanese visit shrines on auspicious occasions. During the New Year holiday most Shinto shrines are packed with people starting the year off right by invoking the gods. In every neighborhood, local shrines have their own festivals which are attended by most of the people in the area.

Buddhism

During the sixth century A.D., Buddhism was introduced to the Japanese court by traveling monks from Korea. It was not until the tenth and eleventh centuries, however, that Buddhism began to profoundly influence Japanese thought. At this time a series of Japanese and Chinese exchanges brought Buddhism to Japan in a form which became popular among the masses. From that time onward it has had a very strong influence on Japanese customs, culture, and philosophy.

Of the various sects of Buddhism, Zen has been particularly influential. Zen brings the mind, body, and spirit into a harmonious relationship through the stringent control of one's mental processes and emotional impulses. The great stress Zen places upon self-

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discipline made it very popular among the samurai class and has had a profound effect on Japanese society by engendering the ideals of self-sacrifice and self-deprivation.

Confucianism

Introduced in the sixth century from China, Confucian ethics served to reinforce and codify the strong group ties already engendered by the close communalism of a rice-growing society. Confucianism stresses the importance of right thought and right behavior and lays out a strict outline of social duty. Confucian teachings have served to reinforce the hierarchies and maintain the careful status distinctions that are pervasive throughout Japanese society.

Christianity

Introduced in the sixteenth century, Christianity has drawn relatively few devout followers. The most visible aspect of Christianity is the current trend toward Western marriage ceremonies. They have become popular additions to nuptial proceedings but tend to be seen as supplementary to traditional Shinto rites rather than as replacements.

Bushido

Bushido, the Way of the Samurai, is the result of Japan's warrior class applying the teachings of Buddhism and Confucianism to their business—war. According to Zen Buddhist ideals, if one wishes to conquer others, one must first conquer one's self. This can only be done by strict self-discipline and through valiant inner struggle. The samurai also found the conformity to moral codes, refined manners, and absolute loyalty to one's lord, propounded by Confucian teachings, very attractive. Both were incorporated into a social, political, and occupational code which still determines appropriate social behavior.

For the Japanese, the prevalent attitude is likely to be one of a warrior engaging in spiritual battle. *Bushido* is the way to the inner

strength which leads to victory over one's opponents, whether on the battlefield or at the negotiating table. The battle is not waged in the open, but rather behind the scenes and in the hearts of those involved. Negotiations proceed according to strict forms of etiquette, and lack of self-discipline is perceived as weakness and may be exploited as such. One's honor is closely tied to adherence to strict rules of social conduct and interdependence.

HARMONIOUS RELATIONSHIPS

A Definition of *Wa*

The Japanese word for "harmony" is *wa*. The kanji for *wa* [KANJI: 和] is derived from the characters for rice [KANJI: 禾] and mouth [KANJI: 口]. When combined, these symbols connote mouths with rice or people with plenty of food. To the Japanese, having enough rice to eat is survival. *Wa* is the state of social balance and communal well-being that supports the close cooperation necessary to produce Japan's staple crop. Without *wa*, Japan would figuratively, if not literally, wither and die.

Wa is not always translated in a way which reflects its practical foundation. Thus westerners are often surprised when a relationship between Japanese that appears to be harmonious turns out to be much less amiable than they thought. Beneath an extremely polite and self-sacrificing exterior run emotions and thoughts as real and personal as any proclaimed by a westerner. For the Japanese the issue is maintaining external appearances rather than expressing internal differences.

The conception of harmony which is embodied in *wa* does not necessarily signify a state of intrinsic balance, but rather a state of social compromise and practical cooperation, a condition for survival. You may hate your neighbor, but you must maintain good relations on the surface because when your rice is ready, you will need all the help you can get to harvest your fields. Appearance takes precedence over internal reality.

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In business, *wa* is embodied in promotion practices and decision-making processes that minimize competitiveness and maximize smooth interpersonal interaction at all levels of the company. Such manifestations do not signal a conflict-free company. In reality there may be intense competition among work groups within the hierarchy. What it does mean is that when a task is assigned priority by those in power, there will be strict rules for accomplishing it as efficiently as possible with a minimum of delay due to interpersonal politics.

Amae: The Spirit of Interdependence

Wa is the stuff of which the building blocks of Japanese society are built; *amae* is the mortar that holds them in place. *Amae* involves feelings of closeness and trusting dependency typified by the relationship between an infant and its mother.

Throughout their lives, the Japanese replicate relationships of reliance and interdependence. For individuals who join large companies, the company becomes the center of their world, a new mother on whom they can depend, a benevolent being that will look out for their interests and provide for their needs. For Westerners who see their employers only as sources of paychecks, this can be a difficult approach to comprehend.

Group Identification

In Japan identity is defined not by one's individual achievements, but by the groups to which one belongs. The Japanese take into account the *who* and the *how* first, the *what* and the *why* later. Appropriate actions are primarily determined by the situational factors of interpersonal relationships. Individuals will alter their behavior according to what the group (or Japanese society at large) expects from them. To adhere too strongly to a particular point of view may be seen as antisocial behavior rather than as evidence of strong character.

Interdependence among group members is encouraged in young children and is a central feature of Japanese educational

philosophies. When children enter school, they become members of a class with which they will stay for the duration of their school years and will maintain strong ties with long into adulthood.

Children learn early that with such relationships comes a great deal of responsibility, since any shame which befalls the individual reflects equally on his or her group. Individuals accede to the group and are taught by parents and teachers to value humility over assertiveness. Later on, peer pressure replaces the influence of authority figures as the main force in keeping individuals from wandering too far from the group. Historically, the most serious sanction that one could suffer was the loss of membership in the group. In a nation of islands that for centuries had little contact with other countries and basically no immigration or emigration, such exclusion meant virtual exile in one's own home.

Uchi and Soto

Uchi literally means "house" and by extension, one's family. It is used to refer to one's work family as well as blood relatives and can refer to anyone who is an insider or member of a group. *Soto*, in contrast, means "outside" and can refer to anyone who is an outsider or not a member of a particular group. In relationships between individuals who are *uchi*, it is vital to maintain *wa*. With those who are *soto*, one does not have to worry about the quality of interpersonal relations because for all practical purposes no relationship exists.

The boundaries between *uchi* and *soto* will vary depending on the situation. In one's private life, one's family is *uchi* while everyone else is *soto*. At work or on the playing field, one's colleagues, teammates, and close associates are *uchi*; competitors and those not part of one's intimate circle are *soto*. On the international scene, all *Nihonjin* (Japanese) are *uchi* while all *gaijin* (foreigners) are *soto*. *Gaijin* can never become fully integrated into Japanese society, and certainly can never become Japanese as someone can become American.

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Status and Hierarchy

The stress placed on appropriate behavior in Japanese society has engendered strict guidelines for interaction with others. These guidelines can be followed only if individuals know their relationship to others with whom they interact. Whether one must defer to another or is responsible to or for another will depend on the terms dictated by circumstance and the roles of those involved in a particular situation. Showing respect for age, rank, and status is particularly important to the Japanese.

Traditionally, Japanese society has been extremely hierarchical. An important aspect of Shinto is the highly ordered view of the world it provides. Everything, animate and inanimate, has its place. Confucian teachings explicitly spelled out relationships between men and women, lords and laborers, and elders and juniors. The strict bushido code served to institutionalize the self-restraint necessary to maintain such formal power structures.

In practical terms, this emphasis on status and hierarchical relationships means that one should let the senior people in any situation speak first or take the lead in whatever is being done. You will seriously risk damaging your standing and interfere with the development of personal and business relations if you fail to show respect for age and experience.

In Buddhist and Confucian traditions, men take precedence over women—men lead the way into rooms, theaters, elevators, cars, trains, etc.—and among men, the senior person goes first. In introductions, precedence is based on age and rank. Don't expect a man to stand up for a woman, even if she is pregnant. In public conveyances young girls will rise for older women, however, especially if they stand right in front of the younger ones.

Many Japanese are aware of the custom commonly known as "ladies first" (lay-dee-su fah-su-toe) and may attempt to follow it, especially if they have lived abroad, in an effort to make visiting women more comfortable. It might make them giggle, however, which would be a sign of their discomfort. One should pay no attention to the giggles and just accept this courteous gesture gracefully.

Responsibilities of the Individual

At an early age the Japanese begin to learn what is considered proper and improper and what their responsibilities are toward each other, their groups, and their society. Carrying out their obligations makes for complex and subtle social relations and calls for very strict self-control.

The Japanese believe that every individual is born into a set of circumstances that automatically bestow certain obligations, or *on* (pronounced own). One is automatically obligated to one's emperor, parents, and teachers, by virtue of their impact on the individual and his or her environment. These debts can never be fully repaid. Once *on* defines a relationship, that relationship remains constant throughout the life of those involved, regardless of shifts in social status. A company president will always be in the debt of his grade school teachers, regardless of changes in social power or material wealth.

While one can never repay all *on*, there are some kinds of obligations which must be repaid and certain duties that individuals must fulfill in relation to those that they owe. These duties are called *giri* and serve to determine proper behavior within Japan's hierarchical social system. When one does not act appropriately, fulfilling one's *giri*, it reflects not only on the individual, but on all groups of which that individual is a part.

Situational Self: *Tatemae* and *Honne*

The emphasis on harmonious relations which pervades the culture of the Japanese can result in an apparent discrepancy between what the Japanese say and what they think. As has been mentioned previously, the maintenance of *wa* often demands subjugating one's inner feelings to the demands of the situation. *Tatemae*, one's public face, situational voice, or form, is the facade one presents in public. *Honne*, one's private face, honest voice, or substance, consists of one's true feelings that are held privately. The bushido code has contributed to institutionalizing this split between real self and situational self.

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When individuals do not feel that they can trust others with whom they interact, they are very likely to engage in *enryo*. Generally translated to mean "modestly holding back," *enryo* refers to the hesitation which stems from not wanting to commit oneself inappropriately. In situations where a close *amae* relationship is lacking, it is not desirable to fully disclose one's intentions or feelings. To do so would be to jump prematurely into an intimate *uchi* relationship and place unfair demands on the other person. Such behavior would signal a lack of self-restraint and be considered socially inappropriate, resulting in a loss of social standing. *Enryo* is manifested in such social forms as accepting something only after it has been offered three times and maintaining a generally self-deprecating attitude in social relations.

COMMUNICATION

The Japanese Language

The Japanese language is a reflection of society. It is highly contextual and is generally used to express respect and commonality rather than to emphasize new ideas and argue viewpoints. To speak appropriately, one must have an intricate awareness of social relationships and be able to express them properly. Verbs are conjugated according to the degree of formality required by the situation. Words are chosen to de-emphasize one's accomplishments or those of one's group and to honor the accomplishments of others. There are even separate vocabularies used for speaking to superiors, peers, or inferiors. For a more in-depth look into the Japanese language, see chapter 4.

Communicating in English

English is a requirement in Japanese schools; most Japanese have studied English for six years by the time they graduate from high school. This does not mean, however, that everyone can speak

it. Many English courses are taught by Japanese teachers whose English-language skills—especially verbal—are very limited. Frequently, English-language study in Japanese schools is a case of the blind leading the blind.

Most Japanese can read and write English but have a great deal of trouble speaking it and will be nervous and embarrassed when called upon to do so. On the other hand, more and more Japanese have been traveling, studying, and working abroad in recent years, and the number of people who speak English well has greatly increased.

If you are speaking to someone who is having difficulty understanding you, try to speak slowly, avoid complicated sentences and idioms, and speak in a low voice. Unfortunately, many people think (usually unconsciously) that the way to communicate with non-English speakers is to increase the volume of their voices and say the same thing over and over again. Often this only makes the situation more uncomfortable and intimidating for the Japanese struggling to understand.

Expression of Feelings

Although the Japanese do not expect all westerners to be able to act in accordance with Japanese standards of behavior, they may be taken aback by overt affronts to their sense of propriety. Inappropriate expressions of familiarity or informality can cause discomfort, and direct expressions of disagreement tend to signal inflexibility and uncooperativeness. It is helpful to keep in mind that the Japanese rarely use the word *iie* (no) in their conversations. Instead, they express disagreement with the word *chigau* (*chigaimasu* politely), meaning "different."

Careful politeness and consideration for others constitute a good basis for your behavior. Japan is a nation where individuals are generally brought up to sacrifice personal feelings and expression rather than go against group consensus. Of foremost concern to a Japanese involved in any situation are the feelings and point of view of the other person. Raising one's voice can imply a lack of self-control; losing one's temper and expressing anger may well destroy

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a relationship. Be discreet, speak in a moderate tone of voice, and avoid loud conversations. Never call across a room, hall, or lobby and always maintain an awareness of the proper decorum for relating to other people.

In conversations you may find that responses to you are based more on people's assumptions about what you **want** to hear than on an accurate reflection of the facts or underlying emotions. This is meant to be polite and kind, not an evasion or misrepresentation. Similarly, you are likely to find the topic of conversation being shifted back repeatedly to you, again as a matter of politeness and in an effort to build the all-important interpersonal bonds.

The Japanese smile is often misunderstood by westerners. In reality the smile serves a different function in communication than it does in other cultures. For the Japanese, to express sorrow freely is to make the listener feel unnecessarily sad; this is considered foolish or rude or both. Theoretically, if one smiles when talking about something sad, the sorrow will be lessened a little and not passed on. In other situations, some Japanese may smile when taken to task for a fault. This does not signal contempt, insincerity, or bravado; it is an expression of embarrassment and a self-deprecating gesture.

Assumptions of Agreement

The Japanese have grown up in a society where almost every single person they meet has learned to play the social games by precisely the same rules. In such a situation, reiterations of commonly-held thoughts and feelings are often unnecessary. There is no need to say something that your conversation partner already knows. Japanese communication patterns reflect this attitude. Language is used not so much to express new ideas as to acknowledge and reinforce the status distinctions and polite formalities so vital to a smoothly functioning society.

In countries with pluralist societies, such as the United States, people have become very dependent on interpreting communication according to what is said rather than making assumptions about common understandings. The less two people have in common, the

more attention they will have to pay to the act of communication and the harder they must work to establish common ground.

In dealings between Japanese and westerners, this difference in how much two individuals are assumed to have in common is often responsible for the development of misunderstandings. Communication styles, what is said as well as what is not said, reflect the amount of information the circumstances (interpersonal relationships, backgrounds of individuals, societal norms) are expected to provide.

Individuals from Japan and from Western countries may make very different assumptions about what is being communicated and why. The amount of success such individuals will have in reducing misunderstanding will depend on their ability to clarify ideas both by asking questions and learning to pay close attention to the circumstances in which their interaction occurs.

Silence

The Japanese value silence and are comfortable with it in conversation. For the Japanese, silence is not an emptiness to be filled in; it is full of meaning in the context of the moment. Similarly, space is not the emptiness between two objects but is a substantial part of the field of observation. Japanese rock gardens often manifest this perception of space, just as traditional instrumental music incorporates the corresponding attitude toward silence.

The saying "He who speaks does not know, he who knows does not speak" is illustrative of the fact that the Japanese often mistrust verbosity. Sometimes people will even feign inarticulateness in their negotiations with the view that it is more valuable to listen than it is to speak. At such times nonverbal behavior gains even more importance, and skill at observation is much more valuable than presentation skills.

CUSTOMS AND COURTESIES

As has been stated earlier, expressing respect is very important, whether it be for age and status or for Japanese shrines and sacred

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places. Familiarity with some forms of etiquette are very helpful in smoothing the way for meaningful interaction. Small acts often indicate respect or consideration for others: pushing in your chair to its original position when leaving a table, placing your shoes properly at the doorway, dressing neatly and keeping your shoes shined, and so on. In Japan it is important to observe and pay attention to seemingly small details. Keep in mind, however, that the key to making a good impression is an honest effort rather than a perfected result.

The Bow

Bowing is the normal way in which the Japanese greet friends, pay respect, express thanks, apologize, ask favors, or say good-bye. You will see people bowing everywhere—in shops, offices, classrooms, and in the home. The depth of the bows and number of times they are repeated indicate the relationship that exists between the parties involved. The person of lower status will bow lower and stay bent longer than the person of higher status.

It is likely that most of the Japanese a westerner meets will be accustomed to shaking hands and will do so as a gesture of courtesy even if it is not their usual practice. It is possible that a bow may be combined with handshaking or that a slight bow may be more appropriate than the Western handshake. The latter is, in fact, most likely to occur when interacting with Japanese women. As with many areas of etiquette, westerners who observe carefully will be able to learn by imitation.

Shoes

Shoes are removed when entering a home and places such as temples or traditional restaurants. Slippers may be provided for use inside except in tatami rooms (which are covered by tatami floor mats made of straw), where one walks in stockinged feet. Don't be surprised if, when you come out, you find your shoes neatly arranged, pointing outward toward the road so it will be easier for you to slip into them on leaving; this is a sign of hospitality. As a general rule, it is best to wear loafers or low-heeled pumps which will greatly simplify the process.

Chopsticks

It is not hard to learn how to eat with chopsticks (*ohashi*), and the Japanese will take it as a compliment if you try. Generally the Japanese enjoy teaching others about their customs and would be glad to help you learn how to use chopsticks. When taking food from serving dishes, lift the food with the end that has not been in your mouth. When you are not using them, place your chopsticks side by side on the dish or propped up on a small holder if provided. Never lay your chopsticks down crossed, and never leave them standing upright, stuck into food, since this is reminiscent of ceremonies connected with funerals.

Drinking Rituals

Although everyday drinking customs are not performed as precisely as the artful tea ceremony, there are, nonetheless, very specific rules of etiquette that apply to drinking in a social setting. When two or more people drink together, it is considered bad form to allow others to pour for themselves. Every individual has a small glass or tiny sake cup and a large bottle of beer or flask of sake. Individuals take turns pouring for each other in an expression of selfless dedication to fulfilling the needs of the other. Since glasses are small and bottles are large, exchanges can be numerous in the course of an evening and serve to foster the interdependence so important to healthy Japanese relationships. In business settings, junior workers are sure to pour for senior workers and management and thus gain an opportunity to make informal suggestions or ask questions in an atmosphere in which improprieties may be forgiven.

Eating in Public

In general, people do not eat in public. Even when buying a soft drink from one of the plentiful dispensing machines, people will generally stand next to the machine and drink the beverage completely before continuing on their way. Take-out food is either eaten

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at the restaurant or taken home. At festivals and on such occasions as cherry blossom viewing, picnics are popular, and eating from festival food stalls can be an exception.

Expressions of Affection

Even though public touching and hugging are on the increase among younger Japanese, such public displays of affection create a bad impression when made by foreigners. Japanese individuals who are romantically involved will generally maintain a discreet distance from each other and will not even hold hands. This conservatism contrasts sharply with prevalent attitudes toward pornography and sex as reflected in print and film media.

Gift Giving and Favors

Many social activities in Japan revolve around maintaining a balance of social debt and obligation between individuals. As you become more and more involved in Japanese society you will become party to the system of debts and favors. The exchange of gifts is a manifestation of this custom.

The giving of gifts is a symbol of appreciation and respect. Pupils give gifts to teachers; workers can give gifts to bosses; sometimes women give gifts to their doctors after having a baby. A printing company may give a gift to a publishing company, and a publishing company may give a gift to an author. Each of these exchanges is seen as a way of maintaining a balance between the individuals or groups involved.

The Japanese carefully monitor their "credits and debits" and it is important for those who wish to be respected in their society to do so as well. If you do a favor for a Japanese, you will then be able to count on that person to do you a kindness. If you are given a gift, you must give one of equal value in return—favor for favor. It is important to remember that when you are initially selecting a gift, you are thereby obligating the recipient to match your gesture.

A guest always brings a gift to the host. The gift should be wrapped (most stores will wrap them for you) and presented on arrival. Do not expect your host to open it in front of you. The Japanese usually do not open gifts until after the guest has departed, since it might embarrass him or her if the gift appears to be of lesser value than appropriate.

Expressing Praise and Appreciation

Expressing praise can be a delicate matter in Japan. If you do not express appreciation, you might hurt someone's feelings, but if you express too much, you may in fact obligate them to give you the object of the praise or to go out of their way to accommodate your expectations in the future.

When visiting Japanese homes, you can admire flower arrangements and art objects, but not lavishly. Quiet appreciation of your surroundings is best. Many Japanese are self-conscious at having foreigners in their homes and may be very self-deprecating about what they have to offer. It is best to simply reassure them that their hospitality is very generous and that whatever is offered is more than adequate.

The Japanese are punctilious about expressing thanks for any kindness or courtesy. If you have been entertained at lunch, dinner, or afternoon tea, it is polite to thank the host or hostess, either by telephone or by note, as promptly as possible. Response time is an important element in the courtesy. Furthermore, it is customary to begin the next conversation with that person, whenever this may be, with thanks for the kindness shown on the previous occasion. This reinforces your connection with the person and the continuity of the relationship.

Japanese culture and the values that form its core have produced patterns of behavior that differ, sometimes dramatically, from Western patterns. It is impossible to cover every new custom you may encounter. In an ambiguous situation, watching to see what others do is always helpful. Being slightly hesitant and careful not only works but is generally perceived by the Japanese as respectful.

Doing Business in Japan

THE JAPANESE BUSINESS RELATIONSHIP

Westerners doing business in Japan should not be fooled by the executive dressed faultlessly in a Western business suit; underneath is a Japanese, not a westerner. However Western his appearance and behavior, even if he speaks fluent English, he will think in Japanese.

Most Japanese, for instance, prefer to talk indirectly; "getting to the point" is not a virtue. They prefer to ease into a subject and will go to great lengths to avoid giving a negative response, for this would cause the other person to lose face. Conversely, when they themselves receive a negative response, they feel rebuffed.

The Japanese also place a high value on personal contacts and intermediaries. When you first meet or visit government officials or ranking businesspeople, it is very important to get a personal introduction from friends, your embassy, bank officials, or others. Direct contact without this introduction from a personal intermediary is not likely to be productive. It is also important to bear in mind that the first meeting is semisocial and meant to lay the groundwork for any business exchange to follow.

Business is often initiated over long conversations accompanied by tea, sake, or a game of golf. This hospitality does not, however, indicate acceptance. It means they are feeling you out,

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finding your weak spots, gaining confidence in your strengths. During this process, you should be at your best, that is, no familiarity, no loud boasting, no first names, no "instant friendships." The exact level of formality will depend on the setting. In a bar, for instance, you can behave in a more casual, relaxed manner than in a boardroom. The general rule is to observe your Japanese counterparts closely and follow their lead. Whatever the situation, it is best not to press for decisions, official actions, or any form of commitment. The first several meetings will be a time of relationship building; serious business will be addressed later.

Conservative dress and behavior, much bowing and smiling, and careful scrutiny of your Japanese counterpart is required on your part too. The time spent in the early stages can work to your advantage as well as theirs. Later, when you start negotiating, you will be facing tough, resilient bargainers. Just sip your tea quietly and be attentive and very polite as each of you observes the other.

The Japanese individual with whom you negotiate may in fact have little personal involvement in, or knowledge of, the issues being discussed. However, if you create a favorable impression on him, it strengthens the chances that your company will be trusted, although it does not guarantee success. Fostering an atmosphere of personal respect and trust is the vital first step, a step which cannot be rushed.

The current business climate in Japan is a product of centuries of strong centralized government and extremely strict and precise socialization patterns. Both intra- and intercompany relationships reflect the belief that ties of interdependency are beneficial to all involved, allowing all parties to profit from coordinated efforts. This attitude is reflected in the relationship between the megacompany and its entourage of smaller companies and the tight connections between government and industry as well as the personal relationships between supervisor and worker. The ties of commitment and dedication between Japanese companies and their employees have their roots in the strong bonds which existed historically between the samurai lords of old and their tenants. Keeping this in mind can provide insight into the psychology of the modern Japanese businessman.

To most Western, and especially American, executives, the corporations for which they work are viewed merely as economic units, useful to them as long as they are advancing, but demanding their loyalty only until something better comes along. To Japanese executives and, indeed, to all employees, a corporation is an interwoven community with which they share a common destiny and for which they willingly contribute long hours and hard work. The importance of this underlying difference between Western individualism and the Japanese sense of community is impossible to overstate.

Foreign business executives can find the tightly knit bonds of Japanese business extremely frustrating. They must fight miles of red tape simply to get their foot in the door. Westerners like to go directly to the source for products they like, but in Japan this may prove to be impossible. Often, attempts to deal directly with the intermediary channels will not only lead to dead ends but can actually be detrimental to one's intended goals. If individuals or institutions are to be successful in the circles of Japanese business interests, it is vital that they learn how those interests operate. To survive on the Japanese field of business competition, one must have an extensive understanding of the rules by which the game is played.

INSIDE A JAPANESE COMPANY

The internal workings of typical Japanese companies are substantially different from those in the West. Companies recruit intensely, seeking graduates through well-respected faculty contacts at the most prestigious universities, of which Tokyo University is the leader. Contacts between veteran workers who share the new recruits' alma maters, and the graduates who join the firm at the same time, foster a network of relationships that binds the new recruits to the company with an emotional loyalty greater than is felt by employees anywhere else in the world. For most employees of large companies, their commitment to their employers lasts all their lives—though there are some signs that these lifetime employment patterns are beginning to change. Midcareer hires, for instance, are on the increase.

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Despite modernization, the company still remains paternalistic far beyond the levels experienced in any Western country. Frequently, the larger firms provide housing in company-owned buildings. Transportation is paid, and so is medical care. The employee will rarely be dropped for prolonged illness, or even inefficiency. Dismissal is likely only if the person commits a flagrant crime or violates one of the company's rules. With security like this, one can understand why employees rarely quit to find better jobs. The departing employees may find that other large Japanese companies hesitate to hire them, and if an employee does enter a new firm, previous experience may be disregarded. It may even be necessary to start again at the bottom of the pay scale.

The Company as Family

Some time back a picture on the front page of the *Japan Times* showed ten august, elderly directors of a large company standing with hands joined in a circle around an electric turbine on which sprays of flowers had been placed. They were "retiring" the turbine after years of faithful service. This kind of concern for and personalization of even their mechanical equipment reflects the degree to which employees identify with their company.

The structure of the Japanese company tends to reflect an extended family and is generally run according to Confucian ethics of morality. Rank is determined by seniority rather than merit, with positions of power invariably inherited by the "eldest son"; many cousin companies will interact as one family; and a proud heritage may be carefully guarded. Japanese firms are paternalistic; they provide housing, recreation, schools—even computerized marriage brokering for the companies' young people.

The connection between individual and company is manifested in various ways not shared by Western workers and employers, such as company songs sung in unison at the start of each working day. Westerners simply do not make the effort to foster the same depth of loyalty and love for their companies, for fellow workers, for the product, or for the plant that the Japanese do. The Japanese miss

in their Western business associates that kind of concern for the work force and team play.

Nenko Joretsu

As mentioned above, loyalty is rewarded through a promotional system based largely on seniority. This system is known as *nenko joretsu*, and it is an intrinsic structural feature of the Japanese business world. In all companies there is an established pecking order, and despite a certain amount of normal jockeying for position, most employees are aware of their own ranking. In time, given at least minimum requisite abilities and reasonably well-cultivated personal relationships within the company, they will move up, often as the protégé of the individual who has vacated a post in order to ascend the company ladder. Promotions sometimes occur in blocks. It is rare for an individual to move up out of turn, no matter how highly supervisors regard specific talents.

Great stress is laid on the team concept; one performs one's duties for the good of the whole: the company, the division, one's own tiny subsection. One relies on one's subordinates and superiors and is relied upon in the same way. It is only within this context of proven trust that individual ambition is nurtured and, in the company's own good time, rewarded.

Ringi Seido

It is through this closely knit and interlocking network of personnel, ranging from top management down to the untitled rank and file, that decisions are processed, amended, and finally implemented. Thus, it is essential for the foreign businessperson in Japan to acquire a rudimentary understanding of how the process works.

Ringi seido is the corporate version of government by consensus. Decisions are not simply handed down, they are proposed and aired in sometimes endless conferences at all levels of the company, even when final confirmation is a foregone conclusion. The process

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may take weeks, months, or even years, but by the time the decision is finally implemented, not only have all relevant staff members participated in the process, they have pretty well mastered the *what*, *when*, and *how* of their own responsibilities vis-à-vis the project in question. As veteran foreign businesspeople in Japan are quick to point out, it may take the Japanese a small eternity to arrive at a decision, but having reached it, they are swift and sure about putting it into practice.

Another important feature of ringi seido is that it allows even those on the lower echelons to come forward with projects and proposals of their own. Indeed, such rank-and-file resourcefulness is encouraged. The Japanese themselves like to call it "decision making from the bottom up." In practice, it is something less than that, but the idea of creating a consensus that incorporates the organizational hierarchy is at the heart of Japanese business philosophy and methods.

Nemawashi

An aspect of business in Japan which is often overlooked by outsiders involves the Japanese style of seeking informal consensus on ideas before they are formally presented to management. This process is called *nemawashi* and involves indirect discussion and exploration of the attitudes and opinions of the powerful parties concerned before any concrete steps are taken in any direction.

Nemawashi works to maintain harmony between individuals because it eliminates the need for anyone to take the risk of presenting new ideas or procedures that may not be acceptable to others. Any conflict that may arise during *nemawashi* can be settled in a subtle and nonobtrusive manner not possible once a situation has entered the formal, protocol-driven bureaucracy. *Nemawashi* is generally practiced in the social arena in which any mistaken comments can be forgiven as by-products of a little too much to drink. For this reason social times are much more important to the smooth working of Japanese business and integral to managerial life than westerners usually realize.

The Time Factor

Even when you are dealing with top management, business relationships often take a great deal of time to develop. You may have had a very successful negotiation and a clear agreement in principle, but you may have to wait weeks or longer for anything to come of it. Frustrating as this can be, there is little you can do about it. The wheels are turning inexorably as they must, and you do your cause more harm than good by trying to hurry the process.

Rarely will you get quick action "unless," as one veteran of the business wars puts it, "you've got gold that's worth \$1.50 on the open market to sell for \$1.25. Then you'll get action without delay." In fact, you may sometimes encounter Japanese businessmen who will make concessions to Western impatience and actually shorten their normal deliberations, but don't count on it. If you were to survey a pool of successful foreign business executives in Japan, asking them for the single personal attribute that has contributed most to their own success, the overwhelming answer would surely be "patience."

The other side of this coin is that if the Japanese decide against the proposed relationship, it may be difficult to find out since they are, in general, reluctant to say no directly. Determining whether the Japanese are engaged in slow deliberations or avoiding a forthright rejection will demand careful attention to the process of communication, careful examination of the behavior of those involved, and the weighing of what has not been done or said as well as what has. Several indefinite statements about the prospects of a relationship accompanied by no concrete action may signal a no.

Harmony in Business Relationships

One of the most subtle but important considerations, as noted earlier in chapter 5, relates to *wa*. This can be defined as "harmony," a comfortable atmosphere of acceptance and respect. *Wa* avoids abruptness or lack of sensitivity to people's feelings. These "disharmonies" are contrary to the Japanese sense of decorum. Japanese

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people often feel that westerners operate by the law and the book, without an all-important sense of personal connection, without *wa*. We cannot overstress the importance of maintaining a harmonious atmosphere. Take special care never to embarrass your Japanese counterparts or to act, even inadvertently, in ways that might cause them to feel embarrassed, ashamed, or subject to blame. While this care should be taken in any business dealings anywhere in the world, it is especially important in Japan, where an inadvertent slip might lead to loss of trust which takes a long time to develop. The result can be a serious deterioration of your business dealings for apparently no reason.

Women in the Workplace

It is important to note that in the international corporations in Japan women are almost invariably denied access to managerial positions. With an educational system which encourages girls to compete on an equal footing with boys, it is often surprising to westerners that Japanese big business does not seem to take full advantage of the university resource pools.

Compared with most Western countries, a large proportion of working women in Japan, as many as one out of five, are nonwage earners in small, family-owned businesses. Women who join the corporate world are almost exclusively employed as secretaries and coffee and tea servers and are called "office ladies." As is invariably pointed out, this is because they are perceived as temporary workers who will leave the company soon after marriage.

In large companies whose seniority systems reflect the Confucian ethic that women in their youth should obey their father; in their maturity, their husband; and in old age, their son, little room exists for women as managers or even as senior personnel. In areas that are not so heavily bound by conservative traditionalism, women are more able to make their mark and even excel. Small and middle-sized companies are very likely to have female managers or even presidents and owners, especially in fields considered more "feminine," such as cosmetic industries and real estate.

Today, it is becoming evident that Japan is changing. In recent years women have become a visible minority in business and government, making up about 6 percent of management in large corporations and holding several key positions in government, including the leadership, at one point, of the Socialist party. In shifting economic times it has become necessary for married women to join the work force again when children are old enough. Circumstances have made it clear that a supplemental income is vital for the financial security of the Japanese family. It will take time for women to gain a true voice in the ranks of Japan's male-dominated economic leadership, but the trend has certainly begun.

The number of expatriate women involved in big business in Japan is also on the rise. Gradually more American women are becoming primary wage earners or remaining unmarried as they climb their career ladders. The result is that there are more businesswomen being assigned to Japanese posts.

Realizations about women's effectiveness are replacing myths that expatriate women would necessarily be at a disadvantage in a male-oriented Japanese business world. While it is true that expatriate women will probably have to work harder than men to build a relationship with their Japanese counterparts, feelings of uncertainty about how to interact with the foreign businesswoman are more likely to be the cause rather than the existence of prejudices about capabilities.

Building Relationships

How can you as a Western manager project greater warmth and foster the atmosphere of personal respect and trust that the Japanese value? By emphasizing personal relationships more than you normally would. Walk through the plant or office often, recognize people by name, talk to workers and—even more important—listen to them. Appear at baseball games and other social events in which colleagues and workers participate. Be ready to spend evenings out with your associates, cementing personal bonds and practicing *nemawashi*. Executives regularly take their juniors out

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for evenings of food and drink, which helps to melt the barriers that build up during working hours and allows informal exchange of ideas and opinions. Junior executives also go out with equals as well as superiors so as to form a bond supplemental to that of the workplace.

One simple piece of advice to Western managers newly arrived in Japan is this: as soon as possible after your arrival, budget into your work week an ample number of hours of socializing, not only with your Japanese counterpart but also up and down the executive line. Establish yourself quickly as a personable individual and a team player. It is important to keep in regular touch with people—lower as well as higher—in the organization. Westerners normally think of themselves as friendly people but do not always appear so as they sit in their offices, sending memos and faxes, making calls, and perhaps making announcements over a public address system. Try to communicate about substantive issues on a face-to-face basis, even if it is actually through a representative or an intermediary. This is far more effective than written or telephone communication and serves to engender interpersonal warmth.

CONTRACTS, THE LAW, AND TRADITION

The Japanese say "Westerners try to negotiate a contract; the Japanese try to negotiate a relationship." Westerners feel that an agreement in writing is the way to avoid or to deal with problems. The Japanese feel a continuing dynamic relationship is the way to solve problems. So, as you talk and work together, they are trying to get to know you while you are trying to finalize points leading to the culmination of a deal. Furthermore, once you do reach agreement, it is important to realize that both sides have very different attitudes about the interpretation of that agreement and about resolving disputes that may arise.

Because the Japanese are thinking in terms of relationships, they are quick to ask for a change in terms if conditions change;

the fact that it was a hard-bargained contract and has been jointly signed is not significant to them. Westerners, who think "contract" and "moral obligation" are synonymous, are jolted by the idea.

In terms of Western law, one side cannot force a change because outside circumstances change. But in Japan traditional values rather than legal considerations are what dictate action. Law is a Western import based almost entirely on U.S. and European models. Many laws were actually imposed on the Japanese during the American Occupation and thus do not feel as comfortable to the Japanese as do more traditional concepts, which are often not in harmony with the legal code. This can create problems for westerners who operate on very different principles and are unfamiliar with traditional Japanese patterns.

The Japanese rarely use lawyers or courts; to them the whole concept is confrontational and best avoided. Until the latter part of the last century, whenever disputes were made public, both parties were severely punished regardless of guilt or innocence. Maintenance of the appearance of harmony was most important. What went on beneath the surface did not matter. Today, law is more like a ceremonial sword; it is meant to be brandished but not used to kill. They greatly prefer mediation or, if necessary, may turn to the government to intercede and fulfill its "duty," which is to look after those in its care.

This makes for an interdependence between government and business that works well for the Japanese. An articulated system based on individual rights is unnecessary. Scholarly opinion and old and respected views are often called in to take the place of a legal confrontation. There are, in fact, only a small number of lawyers in Japan. Justice is far more apt to be **judge**-oriented than **lawyer**-oriented because judges are more interested in seeking out the truth than are competing lawyers. This concept fits Japan's paternalistic outlook better than an adversarial system. Out-of-court conciliation is preferred. The harmony and stability of the group involved take precedence over nearly all disagreements. Failure to compromise is not seen as strength in Japan but as weakness, which may result in an embarrassing loss of face.

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With this in mind, it becomes easier to understand why the Japanese avoid categorical statements and allow for leeway in their business dealings. As has been mentioned elsewhere, the Japanese rarely give an unqualified no; in fact, they often say yes when they mean no. It is, therefore, important for westerners to watch for and learn to read negative signs in a response: hesitancy in speech, questioning expressions, a slight hiss between the teeth as the head is cocked to one side, an unwillingness to be specific, delaying phrases like "it will take a little bit more time." Part of the Japanese distrust of contracts is that written instruments don't allow the flexibility and leeway they feel they need in order to adapt to changing conditions.

In general, written documents are not considered adequate for establishing a sound relationship or even for communicating effectively. You may find that your first exploratory letters go unanswered for a number of possible reasons. Perhaps you did not include enough information in them, but they would not want to embarrass you by saying so. Perhaps, if it is a small or medium-sized firm, they cannot reply in English. (Have your letters translated into Japanese if you can; they will then feel free to respond in Japanese.) Finally, sometimes decision making is so dispersed that the company cannot give you an answer. But generally, the Japanese simply prefer face-to-face contact. Not receiving a written answer should not be taken as an insult or a brush-off. Just try again, but in person or through an intermediary.

USING INTERPRETERS

Language is frequently a major cause for delay in business dealings. Even in big companies, any non-Japanese written matter is funneled through a translating staff that is usually small and often overworked. This, compounded by the fact that even minor decisions must receive the stamp of senior management, means that Western patience is often tried to the extreme.

It is advisable, as well as courteous, to take your interpreter to all business meetings. Although younger executives often speak English, especially if they function at the top levels, you cannot assume this will be the case. Older Japanese often do not speak English well, and English is spoken less and less frequently as you get into line operations. Furthermore, you want to be sure that **you** understand all the nuances of what is being said. If you develop a good relationship with an interpreter, she or he can be extremely helpful in steering you past many of the pitfalls of your intercultural business relationships.

CUSTOMS

Business Entertaining

Since personal interaction is crucial at all stages of a business relationship, the almost endless entertaining does not stop when a deal is consummated. Unless you are the "Nan-ba-wan" (Number One Man), top Japanese executives are likely to bow out when the negotiation is completed and middle management takes over. Then you start all over again. They, too, like to go out on the town, and play golf.

Japanese men traditionally let their hair down in the informal atmosphere of restaurants and inns during what some westerners feel is an excessive amount of mutual entertaining, usually of a pretty lavish nature. Executives above the managerial level (*kacho*) are known in the entertainment trades as *shayo-zoku*, or the "expense account class." Department heads often entertain their subordinates in order to keep interpersonal frictions to a minimum and to insure loyalty; all these various expense account spenders keep thousands of plush bars, cabarets, restaurants, and inns full and profitable. However, since many men go out several evenings a week, they normally retire early. Evenings end about 11:00 P.M. There are a few all-night and "after hours" spots, but most are dark and quiet by midnight.

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Basically, there are three types of drinking places in Japan that serve alcoholic beverages.

Cabarets. A cabaret is a bar or hostess bar in which a hostess is automatically assigned to each guest as soon as he comes in, and tidbits such as peanuts are served automatically, often with beer. After the first "set," drinks are ordered separately. Hostesses' fees are usually included in the overall cost.

Nightclubs. Nightclubs are much the same as cabarets except that there is a cover charge, food and drink are served only when ordered, and the customer asks for a hostess if he wants one. Both cabarets and nightclubs have dancing (and often floor shows) and are required by law to close at 11:30 P.M.

General Drinking Places. Bars that are not licensed to employ hostesses or serve food may legally stay open until midnight.

To stay open after midnight, a night spot must serve food and be classed as a "restaurant" (which is why so many of the most popular cabarets and nightclubs double as restaurants). Most of these places add a 10-15 percent service charge, plus another 10-15 percent entertainment tax.

Western businessmen sometimes get "taken" at unscrupulous cabarets, where several "hostesses" join the table without being invited and deliberately run the bill up to astronomical figures. The best way to avoid this, of course, is to go with a Japanese colleague. The good places tend to be very expensive by international standards since most customers are on liberal company expense accounts and do not worry about the cost.

Gift Giving

Businessmen in Japan who give parties for their associates or clients usually provide a gift for each guest—anything from an attractive hand towel to a fairly expensive piece of lacquer ware. Just before returning home, you should give token gifts to anyone who

was especially helpful. If you give a gift to a top-ranking person, it must be something of value; otherwise, it might be taken as an insincere gesture. Pay attention to gifts that you receive and that others give to their superiors. This is a very good way to learn how much it is appropriate to spend. Good scotch and cognac are expensive and universally appreciated. The smart traveler brings these in from tax-free liquor shops en route and uses them for special gifts. (Three bottles are allowed tax-free.) Items that you can have personalized such as golf balls or items bearing company logos are also good choices.

Business Cards

Business cards, or *meishi*, are essential, both as a courtesy and to help you keep difficult names straight. The exchange of cards is vital for the Japanese as it quickly enables them to determine the rank of each person involved in an interaction and to respond accordingly.

When you are introduced to more than one person at a time, take care to give your card to the senior man first. Not to do so is a severe breach of etiquette. The Japanese will gloss over your slight, but it is definitely to your advantage to do it right. You will understand clearly who the boss is by the respectful attitudes expressed by those around him.

There is a story of one American who took everyone's card, then sat down and rummaged through his briefcase until he found his own, whereupon he flipped them casually around the circle as if he were dealing cards. He never got to first base; his behavior was considered mocking and insulting. Less obviously disrespectful behavior such as making a note on a card or failing to give it adequate attention can be nearly as distressing to the Japanese.

You don't give your cards to everyone you meet, but it is polite to return the courtesy if the other person gives you a card, and you should be prepared to offer yours to anyone whose name you want to remember. Be sure to have some made in advance (at least a hundred), with the information printed in Japanese on one side and English on the other.

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Cards should be handed to the other person with both hands and right side up so that the receiver can read the correct print without having to turn the card at all. When you are given someone's card, it must be accepted with due respect. Do not just stuff it in your pocket. Look carefully at the card and handle it as if it were a gift, expressing your thanks and appreciation. Later, when you are alone, you can write a note on it for future reference. If you handle a business card casually, you will present a poor image of yourself and your company.

BUSINESS MECHANICS

Working Hours

Japanese businesses are gradually changing to the five-day workweek. In practice, however, many lower- and midlevel executives, known as "salarymen," work twelve hours a day six days a week.

Banks: 9:00 A.M.-6:00 P.M. weekdays; cash card services available during normal banking hours

Post Offices: 9:00 A.M.-5:00 P.M. weekdays; main branches from 9:00 A.M.-2:00 P.M. on Saturdays

Government Offices: 9:00 A.M.-5:00 P.M. weekdays

Department Stores: usually closed one day a week, most often Monday

Holidays

There are many Japanese holidays, and below is a list of the official ones. Note that Christmas Day is **not** an official holiday in Japan. Offices will be open and doing business. New Year, however,

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lasts a week or more. Many banks and other firms close down from December 28 to January 4 and also during August for *Obon*.

New Year Holiday	January 1-3
Adult's Day	January 15
National Foundation Day	February 11
Vernal Equinox Day	March 21 or 22
Green Day	April 29
Constitution Day	May 3
Citizens' Day	May 4
Children's Day	May 5
Respect for the Aged Day	September 15
Autumnal Equinox Day	September 23 or 24
Sports Day	October 10
Cultural Day	November 3
Labor-Thanksgiving Day	November 23
Emperor's Birthday	December 23

The Japanese tend to take their vacations during the following periods, usually not for more than a week at a time:

New Year (<i>Oshogatsu</i>)	End of December to January 10
Golden Week	End of April to early May
"Obon" Holiday	Middle of August

At these times it is especially important to make advance train, hotel, and restaurant reservations if you travel. All facilities and transportation are crowded.

BUSINESS HOTELS

Most visiting executives stay at first-class hotels like the Imperial and the Okura. As an alternative, there are "business hotels"

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noted for their economical and practical services, and they are especially suited for single travelers and small groups. Most of the rooms are singles. There are no baggage porter services, and there is no room service. Although English may not be spoken by hotel personnel, check-in and check-out procedures are similar to those of larger Western hotels.

Write to the Japan Business Hotel Association, 3 Kanda Higashi-Matsushita-cho, Chiyoda-ku, Tokyo. Tel: (03) 3258-1090. The Association has listings of over four hundred business hotels throughout Japan.

TOURING JAPANESE COMPANIES

Many Japanese companies have tours through their factories where you can observe their operations firsthand. It can be a valuable experience for anyone interested in Japanese production methods (for details see chapter 12, "Major Cities").

Household Pointers and Everyday Life

HOUSING

Finding a House

Housing in Japan can be extremely difficult to find.

As a buyer in a seller's market, you will be fighting against a large demand for rentable lodging. Since you will automatically be at a disadvantage as a newcomer, you will need some assistance. Landlords often do not speak English and all documents will be in Japanese. The best help, therefore, would be someone who is bilingual.

Often companies will help relocated employees find housing, but if yours does not, you may want to try International Business Representatives in Tokyo, an organization that can give valuable assistance to foreigners just settling in Japan. Your embassy should be able to direct you to other relocation services that may prove useful.

When you begin your search, keep in mind that rents will seem very high according to Western standards. The rental policies which landlords adhere to can also seem a little demanding. Depending on the landlord, you may be asked to put down a deposit, or *shikikin*, the refund of which is contingent upon satisfactory return of the property to its original state. You may also have to pay a nonrefundable

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service fee, or *reikin*, which may amount to as much as several months' rent. For instance, a Japanese student leasing a ¥50,000 per month apartment in Tokyo paid two months' rent (¥100,000) in advance, a shikikin equal to two months' rent and another two months' rent as reikin, totalling ¥300,000. The amount of shikikin he gets back will depend on how much work the apartment needs when he leaves, which is at the discretion of the landlord.

A Tradition of *Uchi*

For the Japanese there is a strong delineation between inside the house, *uchi*, and outside, *soto*. Although dense population conditions demand that living spaces be very limited in size (averaging about 84 square yards per household), sparsity and utilitarianism serve to balance the chaotic frenzy of metropolitan streets. Outside the home an individual must fight the crowds and advances of a technological age, but inside the *uchi* peaceful order reflects the Japanese view of inner harmony.

Japanese-Style Homes

Traditionally Japanese houses have been constructed to maximize ventilation during the hot and muggy summer months. As a result, buildings are light and airy, designed for simplicity and utility. To take advantage of any slight breeze they are often raised above the ground to allow for maximum circulation of air. Traditional homes are wood-framed, generally with movable side panels acting as walls or screens between rooms. There are two types of screens: the *fusuma* and the *shoji*. The *fusuma* is a panel of heavy paper stretched over a wood frame, pairs of which generally serve as doors for rooms or closets in which bedding and other items are stored. The *shoji* is a screen covered by thin translucent paper which may act as a sliding door or partition between rooms.

Floors are covered by rice straw mats encased in tightly woven rushes. These are called tatami mats and are common to all Japanese rooms. There is usually very little furniture, and what there is

will be multipurpose, easy to move, and close to the floor. Shoes are never worn on the tatami floors, and the tradition of removing one's shoes at the door persists today even in the carpeted rooms of Western-style homes.

Western-Style Homes

Modern houses are often a mix of traditional and Euro-American styles. Modern houses may be completely modernized, with wall-to-wall carpeting, central heating, and a full range of the latest energy-saving appliances. It is more likely, however, that there will be at least one tatami room and no central heating. If there is no central heating, a *kotatsu* will invariably be present in commonly used rooms. Before the advent of electricity, the *kotatsu* was generally a deep hole in the floor beneath the central table in which hot coals would be placed. Today's incarnation is more likely to be a table with electric coils on its underside and a heavy quiltlike skirt that is placed across one's lap. Other alternatives for those cold winter months include kerosene, propane, or electric space heaters.

Most Japanese sleep on quiltlike mats called futons, a furnishing that is becoming well known to many westerners, although the Western variety is usually thicker and heavier than those found in Japan. Futons are spread on the floor at night and rolled up or folded and stored in the closet during the day.

The Japanese bath is called the *ofuro*. The tub is much deeper and shorter than those generally found in the West, resembling a hot tub built for one. Since the size demands the use of so much water, the *ofuro* will usually be filled one time for an evening of bathing in which the whole family takes turns. To keep the water clean, one washes and rinses completely before getting into the bath. The water is kept very hot throughout by an independent heating system. The *ofuro* is a treat of Japanese civilization which should not be missed.

Although the majority of houses will have an *ofuro*, it is possible to find homes that do not yet have a flush toilet, especially in older residential areas away from large cities. It is illustrative of the paradoxical development of Japan that homes lacking in flush toilets may

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have the latest in computer technology and video equipment. Frequently you will encounter the old-style toilets—which you stand or squat over rather than sit on. In most public rest rooms such as those found in theaters, stations, and so forth, you will find at least one or two Western toilets.

FURNISHINGS, APPLIANCES, AND ELECTRICITY

It is difficult to give advice on furnishing your home because tastes vary. Some people are much happier when surrounded by their own furniture; others prefer not to take the risk of shipping.

If you plan to take your own furniture, ship only the things you can't live without. Leave large items behind. Assuming you can get them through the door, large sofas, overstuffed chairs, and heavy sideboards look peculiar in small, Japanese-style houses and apartments. Take smaller items, but bear in mind that you may have fewer and/or smaller rooms than at home and that the preference in Japan is for sparsely furnished, uncluttered space.

You may want to consider buying new appliances in Japan; they are high-quality and servicing is reliable and free within the guarantee period. If you are happy with used appliances, you can often pick up excellent buys from departing foreigners or from used appliance shops. Used appliances and furniture are often advertised in the *Tokyo Weekender*, a local English-language weekly, or at the American Club.

Apartment houses may furnish washers and dryers either in the apartment, in the basement, or on the roof, but not necessarily. Dehumidifiers are useful and are usually supplied in Western-style apartments but not in houses. Stoves and refrigerators may also be furnished in rented apartments, depending on the landlords. Most stoves use gas rather than electricity, and because of limited kitchen space, ovens are the exception rather than the rule. In general the availability of appliances must be explored carefully.

Electrical current in most of eastern Japan, including Tokyo, is AC 100 volts, 50 cycles, and service is dependable though expen-

sive. In western Japan (divided about halfway between Tokyo and Nagoya and including Osaka) current is 60 cycles. Anything made in the U.S. for 110 volts, 50/60 cycles will probably work satisfactorily, but radios, record players, and tape recorders may run slower than normal. Houses tend to have fewer electrical outlets and less electrical wiring than those in other industrialized countries.

TELEPHONES

Applications for telephones are obtained from the Nippon Telephone and Telegraph Company, and phone service is usually good. Installation generally takes a week to a month, or even longer depending on circumstances. You are required to purchase a deposit bond of about ¥70,000 to ¥90,000 (\$500 to \$600) and to pay an installation fee. The bond is refundable after ten years, or it can be sold—as is done in most cases—to the next tenant or on the open market. In order to expedite the whole process, some people use a middleman or telephone broker.

Rates are considerably higher on calls made from Japan to other countries compared with the incoming calls from outside the country. Thus, you may want to arrange to have your family or your home office call you.

DOMESTIC HELP AND BABY-SITTERS

At one time everyone had help in Japan, but those days have gone. As in many countries, most people prefer industrial and commercial jobs to domestic service, and prices for help are soaring. A live-in maid who does not cook can charge as much as ¥100,000 a month.

Some large families have one all-purpose maid who cooks, cleans, and does laundry. Most foreigners, however, do their own shopping and cooking, possibly having some help with cleaning. There are laundromats and laundries available if your home or apartment building doesn't furnish washers and dryers.

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Baby-sitting services are available in all the big cities, but they tend to be expensive, inconvenient, and the personnel lacking in English skills. Enlisting services can be time-consuming and can require a great deal of lead time. Live-in students can sometimes be found to help with children.

The Tokyo Domestic Service Center provides English-speaking maids and baby-sitters (Tel: (03) 3584-4769).

SHOPPING

Food Shopping

Fish, Meat, and Poultry. Fish is Japan's staple food. The variety is enormous, and it is plentiful, of high quality, and available at a reasonable cost, though prices have been on the upswing as a result of international fishing laws. Some varieties will be familiar but there will be ample opportunity to experiment with new kinds of fish.

Ham and pork are plentiful. Beef is available and of good quality but very expensive, since most of it is imported. Chickens are often small and thin but can be bought ground, boned, cubed, or prepared in other ways.

Frozen and Canned Foods. Imported frozen and canned foods will cost double or more than what you pay at home. Japanese brands are of very good quality, and more and more foods are being labeled in English as well as Japanese.

Fruit. Generally, fruit is bought only when in season. Some fruits may look familiar; many others may be new to you. There is a mandarin orange, called *mikan*, which is extremely good, quite cheap, and available from fall to spring. *Nashi* is a fruit having the consistency of an apple and the taste of a pear. It is sometimes called an "Asian pear" and is now exported to North America. Persimmons are plentiful and delicious in autumn. Kiwis, bananas, strawberries,

grapes, and apples are plentiful yet expensive out of season. Melons are exceedingly expensive at any time and are generally perceived by Japanese as highly valued gift items.

Other Products. Japanese cigarettes are strong, though mild ones are available. Mild Seven Select is the most popular brand, followed by Seven Stars and its milder version, Mild Seven. Western pharmaceuticals such as Colgate toothpaste, Bayer aspirin, Johnson & Johnson shampoo, and similar products are readily available, but local brands are comparable and, of course, cheaper. Imported liquor is much more expensive than in many other countries. Japanese Suntory whiskey is extremely popular in Japan. Local clubs and night spots often keep personalized bottles for frequent patrons. Beer has almost replaced sake as the national drink and is available in many high-quality Japanese brands.

Specialized neighborhood stores may have lower prices than the large, more convenient supermarkets or the basement food sections of the major department stores, which have English-speaking clerks. Kinokuniya, Natimal and Azabu supermarkets offer charge accounts and accept orders by telephone. Other large shops in Tokyo where English is spoken and foreign tastes are catered to are Meidi-ya, Olympia Foodliner, and Hara Store.

Beauty Parlors

When shopping for a beauty parlor, it is usually best, initially, to go to the beauty parlors in the major hotels because the hairdressers are used to Western hair; they also speak English. There are, of course, other first-class shops as well, but it takes a little time to find them.

Department Stores

Some of the main department stores are Matsuya, Seibu, Marui, Sogo, Mitsukoshi, Matsuzakaya, Isetan, and Takashimaya. Large stores are open from 10:00 A.M. to 6:00 P.M.; there are many

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excellent small shops, too, which are often open until 10:00 P.M. Department stores each close one day a week but not all on the same day and never on Sunday—the biggest shopping day.

Shopping can be a pleasure in Japan. Salespeople are professionals dedicated to their jobs, and a great deal of care is taken to satisfy the customer's needs. Packages are always carefully and beautifully wrapped and delivered to the customer with an efficiency rarely matched in other countries. Some shops may even go so far as to deliver even small articles to your home.

It is generally best to be prepared to pay in cash. International credit cards can be used in most large department stores, hotels, and restaurants but not in smaller shops. Only the larger stores have their own charge cards. If you have one of these cards, don't lose it; canceling it may take as long as a month. As stated before, personal checks are not used in Japan.

When you enter Japan, be sure to get a form from the Customs Office called "Record of Purchases of Commodities Tax Exempt for Export." Take it with you whenever you make a major purchase and have it marked by the salesperson; otherwise, you may have to pay heavily on your departure.

ROLE OF NONWORKING SPOUSE

Any time a couple moves to a new country to set up residence, both individuals will go through a period of adjustment to their new surroundings. In relationships where one partner is working and the other is not, the demands placed on each will be very different. It is important to recognize this and the fact that both individuals will have to adapt to their new environments in distinct and dissimilar ways.

Typically, more men than women are asked to take on foreign assignments. This means that the majority of nonworking expatriates in Japan are wives of businessmen. They are especially likely to encounter reminders of the differences between their home countries and Japan. Since they are not as likely to be buried in the relatively universal activities of the day-to-day business world, wives must

develop different coping strategies and learn about a different side of Japanese culture.

In postwar Japan it became a sign of affluence for wives to leave the work force upon marriage or shortly thereafter. Initially only wealthy businessmen could afford to support a nonworking wife, but as many Japanese increased their earning power it became a status symbol of the middle class. The Japanese wife was expected to dedicate herself to the home and children while the husband was expected to devote himself to his company. The relationship between husband and wife was secondary to their respective duties.

For many non-Japanese couples this is hard to accept. The extent to which husbands' and wives' lives overlap is in large part culturally determined. By Japanese tradition, wives rarely accompany their husbands on business-related social occasions. "The Japanese wife is obliged to obey that custom," said one executive. "She is used to the system." Wives of foreign businessmen, however, may initially find the expectations of the Japanese system rather disagreeable. "They know it is the custom but they resent it," said an executive of Scott Paper in Tokyo. "Some never accept the fact that Japan is a man's world."

One of the wives advises, "You have to have a sense of humor. Sometimes, actually, I would rather be home than grinding around that same old golf course again, being so polite. However, you do learn to read each invitation carefully to see if you are included, for when you are, you are expected to go."

With few formal obligations in the business world, the nonworking spouse can learn about Japan by taking advantage of the multiple opportunities for active involvement in organizations and associations. There are school PTA meetings, bridge games, and churches to attend. The various national clubs are centers for many activities. For instance, members of the Tokyo Women's Club (which requires a small fee and introduction by a member) are eligible for its courses, outings, and speaker luncheons—all providing opportunities to meet new people, both Japanese and foreign.

If you have had at least one year of college, the College Women's Association provides a wealth of activities too, with a

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chance to meet a large and internationally diverse group of members. This club sponsors a yearly lecture series, various kinds of study groups, an annual exhibition and sale of Japanese prints, and travel programs.

Volunteer opportunities include teaching English in one of the many English-language schools or involving yourself in orientations for Japanese business wives going abroad for the first time. The International Ladies' Benevolent Society, which meets every month at different embassies, helps various Japanese charities. It too requires an introduction to join.

There are countless opportunities to learn about the unique and fascinating culture and to become engaged in worthwhile activities.

FOREIGN RESIDENTS' ADVISORY CENTERS

The Foreign Residents' Advisory Centers offer advice in English on questions about housing, paying bills, and most other matters that foreigners need help with when living in Japan.

Tokyo	Tel: (03) 3211-4433
Chiba prefecture	Tel: (0472) 23-2414
Kanagawa prefecture	Tel: (045) 324-2299
Saitama prefecture	Tel: (048) 647-4175
Fukuoka	Tel: (092) 733-2220

Health and Medical Care

PUBLIC HEALTH

Japanese and Western health standards are comparable, except that the Japanese express great concern about spreading disease from person to person. Many Japanese wear white gauze face masks when suffering from colds or flu to protect others from their germs. Even with these precautions, though, the common cold in this heavily populated country runs rampant during the winter season. During the heavily humid summer season, air pollution can be problematic in urban areas. At its worst, smog in the Tokyo/Yokohama and Osaka areas can cause breathing difficulties, especially for people with a history of respiratory problems.

In Tokyo and other major cities, food and drink are generally up to the best standards. Tap water is safe to drink, but it contains no fluoride. Commercial milk products are safe.

The famous Japanese "hot baths" should be avoided by anyone with high blood pressure. If you ever become overheated, follow the same treatment as for heat prostration: recline with the head **higher** than the rest of the body and do everything possible (with cold water and ice) to cool the skin quickly.

MEDICAL CARE

Immunizations are not required for entry into Japan; nonetheless, it is a good idea to keep all inoculations up to date, especially diphtheria, tetanus, typhoid, and paratyphoid. It is also important to bring all your medical and dental records.

Always carry a medical data card. The card is written in both English and Japanese, and lists your name, age, blood group, and drug allergies. You can obtain one free of charge for you and for each member of your family from the American Chamber of Commerce in Tokyo, Fukide Building 2, 4-21-4 Toranomon, Minato-ku 105; (Tel: (03) 3433-5381). The card comes in a plastic case which can also be used to hold your Alien Registration Card. Specify the number of cards you wish and be sure to give your complete address.

Doctors and hospitals are quite good, and there are many private clinics, the best of which are in the large, well-known Japanese hospitals.

A number of Japanese practitioners speak English and many are American- or European-trained. People come to Japan from other parts of Asia for the excellent medical care and clean and well-equipped hospitals.

The system for providing medical care differs somewhat from that of other countries. The procedure at hospitals and doctors' offices in Japan is like that of a clinic where people wait in line to see the doctor without first making an appointment. All medicines are dispersed by the hospital; there tends to be a heavy reliance on drugs as the preferred treatment for most ailments. All bills are settled the day of service before the patient leaves the hospital, so foreign insurance usually cannot be utilized. You'll have to pay and have your insurance company reimburse you.

Because of the deference the Japanese give to rank and position, Japanese doctors receive a great deal of respect. Japanese patients implicitly trust their doctors to the extent that doctors may not automatically report all information about their patients' conditions to them. This is in sharp contrast to the Euro-American tradition of fully informing patients of their condition.

Find a doctor soon after your arrival and familiarize yourself with how the medical/emergency system works—**before** you need it. Your company or organization may recommend specific doctors and/or hospitals with English-speaking personnel. We have included a partial listing below; for further information, contact either the Japan National Tourist Organization (JNTO) or your embassy for their lists.

CLINICS AND HOSPITALS

General Medical Clinics

Bluff Clinic, 82 Yamate-cho Naka-ku, Yokohama. Tel: (0456) 41-6961

Hibiya Clinic, B1F Mitsui Building, 1-1-2 Yurakucho, Chiyoda-ku, Tokyo. Tel: (03) 3520-2681

Imperial Clinic, 4F Imperial Hotel, 1-1-1 Uchisaiwacho, Chiyoda-ku, Tokyo. Tel: (03) 3503-8681

International Clinic, 1-5-9 Azabudai Minato-ku, Tokyo. Tel: (03) 3582-2646

Ishikawa Clinic, Azabu Sakurada Heights Room 201, 3-2-7 Nishi Azabu, Minato-ku, Tokyo. Tel: (03) 3401-6340

King's Clinic, Olympia Annex 4F, 6-31-21 Jingu-mae, Shibuya-ku, Tokyo. Tel: (03) 3400-7917

National Medical Clinic, 5F National Azabu Supermarket Building, 4-5-2 Minami Azabu Minato-ku, Tokyo

Tokyo Medical and Surgical Clinic, 32 Mori Building, 3-4-30 Shiba Koen Minato-ku, Tokyo. Tel: (03) 3436-3028

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Hospitals in the Tokyo Area

International Catholic Hospital (*Selbo Byoin*), 2-5-1 Naka-Ochiai Shinjuku-ku, Tokyo. Tel: (03) 3951-1111

Japan Red Cross Medical Center (*Nihon Sekijujisha Iryo Center*), 4-1-22 Hiroo, Shibuya-ku, Tokyo. Tel: (03) 3400-1311

St. Luke's International Hospital (*Selroka Byoin*), 10-1 Akashicho Chuo-ku, Tokyo. Tel: (03) 3541-5151

Tokyo Adventist Hospital (*Aisei Byoin*), 3-17-3 Amanuma Suginami-ku, Tokyo. Tel: (03) 3392-6151

Hospitals outside the Tokyo Area

The Japan Baptist Hospital, 47 Yamanomotocho Kita-Shirakawa, Sakyo-ku, Kyoto 606. Tel: (075) 781-5194

Holy Ghost Hospital (*Sel Rel Byoin*), 56 Kawanayamacho Showa-ku, Nagoya 466. Tel: (052) 832-1181

Nagoya University Hospital, Maitsurucho Showa-ku, Nagoya 466. Tel: (052) 741-2111

Osaka National Hospital, 1-14-2 Hoenzaka Chuo-ku, Osaka 540. Tel: (06) 942-1331

Osaka University Hospital, 4-3-57 Nakanoshima Kita-ku, Osaka 530. Tel: (06) 451-0051

Kobe Kaisei Hospital, 11-15-3 Shinohara Kita-machi, Nada-ku, Kobe 657. Tel: (078) 871-5201-5

Kobe Adventist Hospital, 4-1-8 Arinodai Kita-ku, Kobe 651. Tel: (078) 981-0161

Kobe Ekisaidai Hospital, 2-5-6 Nakayamate-dori Chuo-ku, Kobe 650. Tel: (078) 341-7291

DENTAL CARE

Dental care in Japan is of high quality but expensive. Japanese dentists do not usually take full-mouth X rays but will tap and examine the teeth with instruments and/or take an X ray of the tooth causing trouble. They are skilled at root canal and capping procedures. It would be best, however, to have needed dental and orthodontic work done before going to Japan. Dental work is often done in stages and can take months to complete. Bills can be astronomical, so much so that some people actually fly to Taiwan or Hong Kong for dental care because even with the air fare added in, there are significant savings. Braces are unusual. The Japanese do not place the same value on straight teeth as westerners do; in fact, protruding incisors are considered cute.

The following dental offices and many others employ English-speaking personnel.

Japan-American Dental Clinic, 22-6-302 Saiwacho, Kanagawa-ken, Chigasaki-shi 253. Tel: (0467) 86-5502

Oyama Dental Office, New Otani Hotel, Kioicho 4-1 Chiyoda-ku, Tokyo. Tel: (03) 3265-7587

EMERGENCY SERVICES

The quickest way to get an ambulance in all cities is to dial 119; the operators, however, only speak Japanese. To ask for an ambulance, say "*Kyu-kyusha onegai shimasu*," pronounced "cue-cue-sha-o-ne-guy-she-mus." In addition, you will need to give your address in Japanese. If this seems too complicated, you can call English-speaking operators (see list below); unfortunately, not all of them speak English fluently. Speak slowly and clearly and give your full address.

In Tokyo:	(03) 3212-2323
In Kobe:	(078) 391-6931
In Osaka:	(06) 531-0601
In Kyoto:	(075) 231-3511

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If you are in the Tokyo area and have an emergency requiring assistance, there are twenty-four-hour emergency numbers staffed by fluent English-speaking personnel:

Police:	(03) 3581-4321
Japan Red Cross:	(03) 3400-1311
Yokohama Fire Station:	(045) 33-46789

COUNSELING SERVICES

The Tokyo English Life Line (TELL) is a church-sponsored service for foreigners offering anonymous, free telephone counseling for family, emotional, or social problems. The phones are answered by trained volunteer counselors.

Tel: (03) 3264-4347

Hours: 9:00 A.M.-4:00 P.M. and 7:00 P.M.-11:00 P.M. daily

The Tokyo Community Counseling Service (TCCS) is a professionally staffed organization with English-speaking specialists in such areas as marital and family counseling, cultural adjustment, learning disabilities, and alcohol and drug abuse.

Tel: (03) 3780-0336

HEALTH INSURANCE

If you belong to a health insurance plan like Blue Cross and Blue Shield, they are likely to extend your policy to cover you in Japan, but you should check before you leave. Alternatively, you may apply for coverage under the Japanese National Health Insurance Program (*Kokumin Kenko Hoken*), which pays about 75 percent of all medical expenses. The premiums are based on the preceding year's salary in Japan, so the first year the payments will be neg-

ligible no matter what your job is. To apply for this insurance, simply go to your city hall (*shiyakusho*) and fill out an application. The process will take only a few minutes.

PHARMACIES

Japanese medicines are excellent and are distributed by hospital pharmacies. If you feel you really need a specific American product, there are two Tokyo pharmacies (not connected with hospitals) which carry many American brands:

American Pharmacy, Hibiya Park Building, 1-8-1 Yurakucho Chiyoda-ku, Tokyo. Tel: (03) 3271-4035

Medical Dispensary, 32 Mori Building, 3-4-30 Shiba Koen Minato-ku, Tokyo. Tel: (03) 3434-5817

Schools

THE JAPANESE SYSTEM

The Japanese educational system has received a great deal of publicity in recent years. Literacy rates of 99 percent and exceptional achievement in math and science are considered by many to be major contributors to Japan's economic success. These accomplishments are the result of a strong commitment to high-quality education. In 1947 compulsory education was extended from six to nine years. Today 94 percent of students go on to either public or private three-year senior high schools, and over one-third of those continue on to higher education.

Students' abilities are judged on their past merits, including the quality of one's previous education. Successful navigation of the system depends heavily on attendance at the "right schools." Parents, hoping to provide offspring with the opportunity to secure top spots in prestigious universities, will enroll their children in very competitive kindergartens or even preschools.

From kindergarten through high school, education is the single most important aspect of life for Japanese children. It is highly focused and very intense. Schoolchildren are in school approximately eight hours a day, five and a half days a week, two hundred and ten days a year. The school year runs from April through March with very brief breaks for vacations around the national holidays.

Daily homework is assigned starting in first grade, and the majority of students receive outside tutoring or attend private after-school *yobiko* or *juku* (cram schools) to help them prepare for high school and college entrance examinations. Discipline is firm in both public and private school systems. Dress codes include rules regarding the length of hair and width of pants or length of skirts. Make-up and hair coloring are not allowed.

The Japanese university system was founded in 1869 with the establishment of the National University which later became Tokyo University. Initially a huge majority of posts were filled by individuals educated at this institution. As other institutions of higher learning were established, the most influential jobs remained in the control of people from the older universities who invariably selected people from their alma maters as their successors. In this way an old-boy network was cemented in place that still remains highly operative to this day. The selection system for Japan's most prestigious companies is monopolized by the network of graduates who have gained hiring power and the graduates of the schools which they are indefinitely obligated to. One is thus firmly set upon the path to prosperity when one gains entrance to one of these universities.

Students begin preparing for the all-important entrance examinations in the earliest grades. The examinations are extremely competitive. When students are ready to graduate from high school they choose which universities they might like to go to and then take those institutions' entrance exams. The exams are given to students only at each institution's campus and only once a year for each school. If the student misses the exam at his first-choice school for any reason or does not pass, he or she must wait until the following year to take the exam again. Individuals who choose to delay college until they get into the school of their choice are called *ronin*, or wanderers.

Exam time is called "examination hell" because of the pressure it puts on the students, who know results will in large part determine the paths their lives will take. Once accepted at a university there is a noticeable decline in academic diligence as students realize that they have crossed the last major hurdle to a prosperous future.

ENTERING THE JAPANESE SYSTEM

One option for Western expatriates is to send their children to Japanese schools. Considering the intense competitiveness of the Japanese schools, however, most children without Japanese language ability would be lost. Early entrance at preschool or kindergarten level may be feasible, however, giving the child the opportunity to pick up linguistic skills at the outset. Even children with high Japanese language ability are likely to encounter learning difficulties at higher levels.

Being very group-oriented, the Japanese are socialized to develop strong walls to protect the in-group from external threat and keep potentially disruptive outsiders from gaining entrance to the inner circle. This is often manifested in difficulties that develop when Japanese relate to outsiders trying to gain access to a group or when foreigners express their individuality at the risk of group consistency. This problem is especially relevant when Japanese children relate to foreign children.

Bullying has become a significant problem in recent years. There are children who commit suicide every year because of pressures placed on them and punishments they receive for being perceived as different or not capitulating to group norms. There have even been cases of students retaliating against their peer oppressors with murder. Although such cases are extremely rare, they are indicative of the difficulties newcomers to Japanese classrooms may face.

INTERNATIONAL SCHOOLS

The importance generally placed on education in Japanese society is reflected in the high quality of Japan's international schools. Finding adequate schooling for your children should not be a problem, especially if you live in or near a large metropolitan area. Most cities have international schools running from kindergarten through the twelfth grade and welcome new families. You can tele-

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phone the principal's office to arrange a visit to discuss the school's program and tour the facilities.

The international schools are usually accredited by the appropriate American accrediting organization and the curriculum is compatible with stateside schools. Students often return home with a stronger academic record than their counterparts in U.S. public schools and are significantly more mature and cosmopolitan. They may, however, fall a little behind in English-language skills, which is understandable. Study of the Japanese language is generally required in the lower grades and most students soon master enough to get by on the street.

Since school is usually the center of a student's educational and social life, both academic and extracurricular aspects of schooling should be taken into account. Academic interests may be balanced with sports and other after-school activities. Friendships are made with Japanese and other international students and are especially fostered by travel programs, ski weekends, and the like.

Occasionally, flare-ups of antforeign feelings arise between Japanese and international students, sometimes resulting in fistfights, but this is not perceived as a major problem by parents or students. In the large cities, especially Tokyo, alcohol and drugs have become a problem, just as they have among teenagers in so many other countries. These problems tend to be more acute if the parents are having difficulty adapting to life abroad.

PRESCHOOL CHILDREN

Young mothers with preschoolers may have more problems than the parents of older children—there is not a great deal for youngsters to do. Most preschools and day-care programs for toddlers are tailored to the Japanese and for linguistic and cultural reasons are difficult for the newly arrived American to break into. Half-day nursery programs are available in some areas, and there will generally be zoos and playgrounds to visit, as well as clubs and social organizations that enable women to get together with other

young mothers. To get a feel for the system it is suggested that mothers of preschoolers try to connect with parents of slightly older children. This is possible by becoming active in school activities even though children are not yet in attendance.

RESOURCES

For your convenience, we have included a list of international schools in Japan's major cities. This information may be considered as a jumping-off point for your search. For general questions contact:

Japan-U.S. Educational Commission, Rm. 207 Sanno Grand Bldg., 2-14-2 Nagatacho, Chiyoda-ku Tokyo. Tel: (03) 3580-3231. Open 9:00 A.M.-5:30 P.M. Closed Saturday and Sunday.

Fukuoka

Fukuoka International School (1-28-4 Maidashi, Higashi-ku, Fukuoka. Tel: (092) 641-0326). Founded in 1972; coeducational; grades K-9 with high school correspondence courses; total capacity 65 students; U.S. curriculum.

Hiroshima

Hiroshima International School (3-49-1 Kurakake, Asa Kita-ku, Hiroshima. Tel: (082) 843-4111). Founded in 1962; coeducational; grades K-9 with ESL (English as a second language) and culture programs for grades 3-adult; 150 students; U.S./U.K. curriculum. Suburban/rural setting in new area of the city.

Kobe

Canadian Academy (Koyo-cho Higashi, Nada-ku, Kobe. Tel: (078) 857-0100). Founded in 1913; coeducational; grades K-12;

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boarding and day students; total capacity 650 students; U.S. curriculum. Located on Rokko Island.

Marist Brothers International School (2-1-1 Chimori-cho, Suma-ku, Kobe. Tel: (078) 732-6268). Founded in 1951; coeducational; grades K-12; total capacity about 360 students; U.S. curriculum. Located fifteen minutes from downtown Kobe. Sponsored by the Catholic Church.

St. Michael's International School (17-2-3 Nakayamatoridori, Chuo-ku, Kobe. Tel: (078) 231-8885). Founded in 1946; coeducational; grades K-6; 182 students; U.K. curriculum. Sponsored by the Anglican church.

Kyoto

Kyoto International School (11-1 Ushinomiya-cho, Yoshida, Sakyo-ku, Kyoto 606. Tel: (075) 771-4022). Founded in 1960; coeducational; grades 1-8; 90 students; U.S./U.K. curriculum. Classes are small; facilities consist of one building with eight classrooms.

Nagoya

Nagoya International School (2686 Minamihara, Nakashidami, Moriyama-ku, Nagoya. Tel: (052) 736-2025). Founded in 1964; coeducational; nursery through grade 12; 301 students; U.S. curriculum. Located in suburban area of Nagoya, in a unique round building built in 1964. Most teachers are American; students about 50 percent American, 50 percent from nine other countries. Almost all graduates go on to college.

Osaka

Osaka is served by the schools in Kobe, which is only thirty minutes away.

Tokyo

Aoba International School (2-10-34 Aobadai, Meguro-ku, Tokyo. Tel: (03) 3461-1442). Founded in 1976; coeducational; preschool for children ages 3 to 5; range of nationalities, but instruction in English. Located between Nakameguro Station and Ohashi; can also be reached by bus from Shibuya or Nakameguro. Very well equipped.

Christian Academy In Japan (2-14, 1-chome, Shinkawa-cho, Higashi Kurume-shi, Tokyo 203. Tel: (0424) 71-0022). Founded in 1950; coeducational; boarding or day; about 350 children in grades 1-12; U.S. curriculum; bilingual (third and fourth levels learn Japanese). College prep and industrial arts. About 80 percent of the students are the children of missionaries coming from many nations.

International School of the Sacred Heart (3-1 Hiroo 4-chome, Shibuya-ku, Tokyo 150. Tel: (03) 3400-3951). Founded in 1908 by the Catholic church; girls only; grades K-12 (kindergarten is coed); the approximately 700 students come from about forty-nine countries; international curriculum; faculty is also international.

Japan International School (5-20 Kamiyama-cho, Shibuya-ku, Tokyo. Tel: (03) 3468-8476). Founded in 1980; coeducational; grades 1-9; 350 students. Bilingual, all children learn Japanese. Affiliated with Aoba International School.

Nishimachi International School (14-7, Moto Azabu, 2-chome, Minato-ku, Tokyo 106. Tel: (03) 3451-5520). Founded in 1949; coeducational; grades K-9; 350 students; U.S. curriculum; entrance tests required. In the heart of Tokyo, a ten-minute walk from the subway. Four buildings and a good library.

St. Mary's International School (6-19 Seta 1-chome, Setagaya-ku, Tokyo 158. Tel: (03) 3709-3411). Founded in 1952; for boys only; grades 1-12; 800 students; U.S. curriculum; International Baccalaureate; uniforms required. Very strong sports program. Good transporta-

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tion to the seven-acre campus; modern equipment. High academic record; Roman Catholic faculty.

Selsen International School (12-15 Yoga 1-chome, Seta-gaya-ku, Tokyo 158. Tel: (03) 3704-2661). Founded in 1962; girls only, except in the Montessori kindergarten, where boys are allowed; grades K-12; uniforms required; about 500 girls of twenty-three nationalities. Roman Catholic instruction. Good facilities; about 94 percent of the graduates go on to college.

The American School In Japan (1-1-1 Nomizu, Chofu-shi, Tokyo 182. Tel: (81) (422) 31-6351). Founded in 1902; coeducational; preschool through grade 12; between 800 and 1,000 children of some twenty-five nationalities; U.S. curriculum. Twelve-acre site in western suburbs of Tokyo; there is a school bus service, and a train runs to within a five-minute walk. Academic standards are high.

Yokohama

St. Joseph International School (85 Yamate-cho, Naka-ku, Yokohama. Tel: (045) 641-0065). Founded in 1901; coeducational; prekindergarten through grade 12; 450 students; U.S. curriculum. Sponsored by Marianists of Japan.

Saint Maur International School (83 Yamate-cho, Naka-ku, Yokohama 231. Tel: (045) 641-5751). Founded in 1872; coeducational; about 360 students in grades 1-12; U.S. curriculum; primarily college prep. New, well-equipped building includes home economics department, science labs, and library. Nursery school: 100 children, coeducational, ages 2½ to 5; Montessori method.

Yokohama International School (258 Yamate-cho, Naka-ku, Yokohama 231. Tel: (045) 622-0084). Founded in 1924 for children of all nationalities; coeducational; prekindergarten to grade 13; 366 students; U.S./U.K. curriculum. Children come from twenty countries; thirty-five faculty of seven nationalities. Good facilities; classes are kept small; good college prep record.

Okinawa

Okinawa Christian School (P.O. Box 42, 1300 Aza Makiminato, Urasoe, Okinawa 901-21. Tel: (0988) 773661). Founded in 1957; coeducational, private, nonprofit; prekindergarten through grade 12; 370 students; U.S. curriculum.

Sapporo

Hokkaido International School (5-35-2 3-jo, Fukuzumi, Toyohira-ku, Sapporo. Tel: (011) 851-1205). Founded in 1958; coeducational, private, nonprofit; grades 1-12; U.S. curriculum.) Located about ten miles from central Sapporo.

INTERNATIONAL COLLEGES AND UNIVERSITIES

International Division, Jochi (Sophia) University (7-1 Kioicho, Chiyoda-ku, Tokyo 102. Tel: (03) 3238-4018). Founded in 1949, this is a Jesuit university with roughly 1,000 students each semester and a faculty of 60. Semesters start in September, December, and March; there is also a summer session and an evening school. Internationally accredited courses lead to a bachelor's degree, if desired. Twelve credit hours may be taken each semester and six credit hours in summer.

International Christian University (10-2, Osawa, 3-chome, Mitaka-shi, Tokyo 181. Tel: (0422) 33-3131). Founded in 1949, I.C.U. is a four-year liberal arts university with a wide range of majors. Its 1,730 undergraduates and 159 graduate students, 154 of which are non-Japanese, come from twenty nations. Japanese students start in the spring term, all others in the autumn. There is a 220-acre campus with an excellent library, eight dormitories, and several gyms and pools.

Cars and Driving

Driving in Japan has its benefits, but the hazards, high costs, and prodigious amounts of red tape involved for natives and foreigners alike can be discouraging. Many people avoid cars and driving entirely.

Traffic proceeds on the left side of the road as in Britain. Roads are very crowded and generally very narrow, sometimes without sidewalks, and blind alleys are common. Cars must share available street space with a multitude of delivery trucks, motorcycles, bicycles, and pedestrians. Afternoon and evening traffic is especially heavy, so it is best to drive early in the day if possible. Signs are in Japanese in most areas, but on major highways they are generally international. Driving in Japan can definitely be a challenging experience.

Tolls on most highways are steep, from seven to thirty-five dollars. The speed limit on highways is 80 kilometers per hour, and on most city streets 30-40 kilometers per hour. Rarely will you have to worry about exceeding the speed limit while driving in the populous cities, however, since metropolitan traffic moves no faster than a slow crawl most of the day.

BUYING AND MAINTAINING A CAR

Many people buy secondhand U.S. and European cars, but Japanese cars are less expensive and are better geared to the

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narrow, twisting streets. The cost of maintenance, road taxes, and other expenses are lower as well. Since Japan imports all of its petroleum, the price of gasoline is quite high, especially by American standards—all the more reason to buy a small car. The Japanese are well known for their service, so repairs should be no problem except for the expense.

Inspections

One of the principal headaches for a car owner in Japan is the compulsory inspection which is required at least every two years and also when you register the car, when you renew registration, and when the car changes ownership. Only special garages can do the inspection, and you must plow through reams of paperwork in the process. Most foreigners end up paying a substantial fee to have someone do the inspection for them. Ask your friends and colleagues about all the miseries of this procedure before you acquire an automobile.

Insurance

Insurance is compulsory. At least two American insurance companies have branch offices throughout Japan: American International Underwriters and the Great American Insurance Company. The British Insurance Group also provides good coverage. Adequate liability coverage is especially important because the automobile driver is, by custom, nearly always liable for the injured person, and enormous amounts of money can be involved.

For general car and driving information, consult the Japan Automobile Federation, 5-8 Shiba Park 3-chome, Minato-ku, Tokyo. Tel: (03) 3436-2811.

DRIVER'S LICENSES

An international driver's license is valid in Japan for only one year and is not renewable. A foreign license, however, is not valid.

If you plan to do a lot of driving, you should obtain a Japanese license.

If you have a valid driver's license from your home country, getting a Japanese driver's license is relatively painless. It is obtained at the license office nearest your place of residence. Your ward office will tell you where the license office is located. You should bring your current driver's license, your passport, and your Alien Registration Card. Total fees are between ¥3,000 and ¥4,000. A normal passenger car license also covers 50 cc motor scooters, which are a convenient option for commuting. You will be asked to take an eye examination, which consists of reading the usual charts, and a color-blindness test.

Your Japanese driver's license will be valid until your third birthday after the date of issue. If you stay in Japan that long, be sure to renew your license within one month prior to its expiration date. Only an eye examination will be required for the renewal. If your license expires, the red tape involved in obtaining a new one is considerable.

Without a foreign or international driver's license, you will be tested on not only your driving ability but on your knowledge of the engine and the mechanics of the car and on your ability to repair it as well. This is the test the Japanese must pass, and many of them find it necessary to repeat the examination several times before they obtain a license. To prepare for this stringent examination, the Japanese attend a rather lengthy and expensive driving school. Deciding to drive in Japan without a foreign license is starting the hard way.

Leisure

Leisure is very important to the Japanese. The pace of life is hectic, and the style in which they manage their personal and business affairs creates a great deal of tension. The Japanese need relaxation, and they plan it carefully. So too should the visitor living in Japan. It is easy to fall into a nonstop work routine which can be detrimental to your health, let alone your sanity. There are so many activities to choose from and so many ways to be entertained that it should not be hard to find and maintain a healthy balance between work and play.

EATING AND DRINKING

There is an unbelievable variety of food and eating establishments from which to choose in Japan. The Japanese place a great deal of emphasis on the environment in which they eat—anywhere from the jolly conviviality of the neighborhood noodle shop to the calm of a temple cloister. There are restaurants set in the serenity of gardens with lotus ponds and ancient pines as well as fast-food franchises like McDonald's and Kentucky Fried Chicken. Many restaurants serve foreign cuisines; those from other Asian countries and from India are very popular.

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Traditional Foods

The Japanese, like the French, pay special attention to the manner in which meals are presented. The setting and service at a good Japanese restaurant can be a delightful aesthetic experience, to the eye as well as to the palate. Food is often served separately in small dishes to allow the unique flavors of each item to be savored. Pay particular attention to the harmony of shapes, colors, and decorations, and to the contrast in textures as you sample the various elements of your meal.

Japanese cuisine provides a rich, varied, and satisfying range of culinary experiences. The foundation of the Japanese diet is, of course, rice, which is usually eaten boiled with various side dishes, including combinations of salty vegetables, seafood, or soup. Fish and other seafood are served in every possible way—raw, dried, broiled, boiled, pickled, salted, and fried. The entire fish, including the head, is often served, whether broiled or dried. The Japanese counterpart to the Western sandwich is *onigiri*, rice balls wrapped in dried seaweed, or *o-bento*, cold rice in a wooden or lacquer box, with perhaps broiled eel, vegetables, or pickles. Onigiri and o-bento are also often served at kabuki or other theatrical performances and are available in railway stations. They make a pleasant meal on a train.

The more common Japanese dishes served for dinner or special events are listed below.

Sukiyaki is the Japanese dish most popular and well known to foreigners. It is prepared by simmering thinly sliced beef together with various vegetables such as sliced onions, bean curd, and mushrooms in soy sauce and sake.

Tempura is prepared by dipping prawns, fish, and vegetables in a light batter and deep-frying them in oil. Tempura is eaten hot with a sauce of *mirin* (sweet rice wine), soy sauce, and grated white radish and ginger.

Nimono are boiled dishes consisting mainly of vegetables. These are cooked in stock made from *katsuo-bushi* (dried bonito

flakes) and seasoned with sake, mirin, and other foods that add to the flavor. These dishes are common fare throughout Japan.

Mizutaki is cooked in an earthenware pot and consists of chicken, various kinds of vegetables, and soup stock made from seaweed and dried bonito. It is dipped in a special sauce made from Japanese sake, soy sauce, citrus fruit juice, white radish, and sliced onion.

Kabayaki, or broiled eel, is a delicacy that is favored by the Japanese people for its high nutritional value as well as its mouth-watering taste. The prepared eel, cut to suitable lengths, is skewered, steamed to remove excess oil, and then placed over an open charcoal fire. It is dipped repeatedly into a special soy sauce (*tare*) during the broiling process. Eel is expensive and is usually eaten during hot weather, when it is in season.

Kaiseki cuisine is considered to be the tops in Japanese cookery. It was originally served to guests before a tea ceremony and is distinguished by the use of vegetables for its seasoning base. Fish is the main ingredient, and great attention is paid to making it tasty and enjoyable. Various sizes, shapes, and colors of plates and bowls are chosen with the greatest care to complement the hues and forms of the foods served.

Sushi, a popular Japanese food, is made by placing various kinds of vegetables and seafood, raw and prepared, on cold, vinegared rice patties. Contrary to generally held Western beliefs, sushi refers to the use of cold, flavored rice and does not necessarily entail the use of raw fish. Cucumber, pickled radish, and sweet egg omelet are common components. It is usually eaten dipped in a little soy sauce and spiced up by a touch of *wasabi*, very hot green horseradish. A bit or two of highly spiced, pickled ginger is eaten between varieties to clean the palate and prepare the mouth for the next taste.

Jingisu Kan Barbecue is composed of thin slices of choice mutton grilled with such things as onion, cabbage, bean sprouts, and mushrooms, and is dipped in seasoned soy sauce before it is eaten.

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Another Japanese favorite is noodle soup, which many foreigners come to love as well. There are several varieties of noodle used and many variations on the basic recipes. *Ramen* (thin noodles) and *udon* (thick noodles) will be the most common types that you encounter. A bowl of *ramen* at one of the abundant noodle shops can cost as little as ¥200. For a little extra the chef will add a deep-fried shrimp or other delicacy to your dish. Preparation of good noodle soup demands significant culinary skill. (*Tampopo*, a delightful motion picture which recounts the vicissitudes of one woman's noodle shop, was quite popular in the U.S.)

Japan is famous for its rice wine, sake (pronounced "sah-kay"), served warm in tiny cups. Partners at a meal go through a pleasant and gracious ritual of filling each other's cups, which serves to engender and cement the personal relationships so vital to successful interaction. Many Japanese men drink their sake cold (unheated), but unheated sake contains low levels of methyl alcohol, so beware.

Much to many foreigners' surprise, sake is not the most popular alcoholic drink in Japan. Beer consumption far surpasses that of sake and all other alcoholic beverages combined. Four major beer companies (Kirin, Suntory, Sapporo and Asahi) compete for the market, all with their separate brands of draft, lager, and malt. They have also recently begun producing new types of beer to expand their market share—dry, cool, winter, 5.5 percent, and Super Yeast beers. The Japanese also make very good whiskey, with Suntory being the most popular.

Breakfast

Japanese-style breakfasts are not complete without boiled rice, raw eggs, fermented soybeans, pickles or *tsukemono*, tea, and *miso shiru*, a soup made with soybean paste, vegetables and/or bean curd. Modern "Tokyoites," however, and many young people may prefer Western-style breakfasts of eggs, toast, and tea or coffee.

Street Foods

There is also an impressive array of foods available from street stalls and at festivals. Some of the most common are the following.

Oden are pieces of hot fish and vegetable cakes, hard-boiled eggs, seaweed, and tofu boiled in broth. Pieces are served on bamboo skewers, and hot mustard spices add to the flavor. The price is by the piece or by the plate.

Tako yaki refers to a small dumpling (eaten with a toothpick) made from wheat batter, onion, ginger, and chopped octopus. It is vaguely reminiscent of a clam fritter from the Deep South in the United States. A spicy sauce and a sprinkle of dry seaweed remind you that you are in Japan.

Okonomiyaki, often called a Japanese pancake, is a very distant cousin of its Western counterpart. *Okonomiyaki* is made mostly of cabbage and egg with a little flour thrown in to hold it all together. The "pancakes" are fried on a hot griddle and embellished with a variety of ingredients including various types of vegetables and fish.

Tomorokoshi is chicken (or liver) skewered on bamboo and broiled over charcoal. The sauce is especially delicious, made of soy sauce, rice wine vinegar, and sugar. This is also served as an hors d'oeuvre.

Okashi are traditional, sugarcoated sweets made of popped rice and other ingredients in various shapes and colors; Japanese candy.

Ika yaki is a whole squid charcoal-grilled on a skewer. Don't be squeamish; it's delicious, although it is a relatively expensive treat.

Some westerners are reluctant to try the unaccustomed flavors, textures, and combinations of Japanese food. Try to put aside any food prejudices you may have and explore these new tastes. The Japanese enjoy introducing guests to their favorite dishes, so your ability to appreciate Japanese food will contribute to good relationships with your Japanese acquaintances.

THE ARTS

Many of the arts in Japan reflect the characteristic Japanese perception of beauty, which emphasizes simplicity and naturalness. In Japanese paintings nature is the predominant subject, and simple brush strokes, frequently on pure white backgrounds, create vivid images. Japanese aesthetic taste is particularly striking in the famous landscape gardens. Created by Zen masters, these gardens are often characterized by the dominance of uncluttered space broken only by a few carefully placed objects. Nothing could better exemplify the tranquility, subjectivity, and carefully cultivated harmony so central to the Japanese value system.

The following are among the most important of the traditional arts in Japan.

Haiku. A stylized and elegant form of poetry, haiku is a poem made up of seventeen syllables arranged in three lines of five, seven, and five syllables each. Traditional haiku themes are nature and life.

Ikebana. Ikebana is the art of flower arrangement, emphasizing the re-creation of natural forms. Flowers, leaves, and branches are arranged in three levels so as to represent the sky, humanity, and earth in the harmonious balance of nature.

Bonsai. Bonsai, the art of cultivating dwarf trees, is perhaps the art form most familiar to westerners. Bonsai are created by planting a tree and controlling its growth and shape through transplanting, trimming, and other techniques. Bonsai can be seen in gardens throughout Japan.

Origami. The many decorative and ornamental designs of origami are made by folding paper according to specific guidelines. Origami is taught mostly to children, but almost every person in Japan can make something if handed a piece of origami paper.

Cha-no yu. The Japanese tea ceremony, cha-no yu, consists of the ritualized making and serving of tea to honored guests. It is

frequently performed in a small building that is detached from the home and designed for that purpose. Its intent is to foster gracefulness, inner harmony, and an appreciation of beauty in the simple naturalness of the ceremony.

MUSIC, THEATER, AND THE MOVIES

The Japanese enjoy music, both traditional and Western, so there is a rich variety of concerts for foreign visitors to choose from. Traditional Japanese music includes *shakuhachi* (Japanese flute) and *koto*, a Japanese stringed instrument. Western musical offerings range from symphony orchestras to jazz and rock. The price of tickets to any musical event, unfortunately, is very high.

Visitors to Japan will want to sample the major traditional forms of Japanese theater. Although they last five or six hours, you are free to attend for only a portion of that time. Outstanding puppet shows, revues, and light opera are also popular.

Kabuki. Kabuki theater is similar in general themes to Western drama and could be called a sort of Japanese soap opera. Dialogue is accompanied by music, and male actors play both male and female roles. The actors wear elaborate costumes and makeup, and the stories are complex and dramatic. Kabuki is performed regularly in the famous playhouses of all major cities in Japan, including the most famous, the Kabukiza, in Tokyo.

Noh. Still widely performed today, noh is the oldest form of Japanese theater. It is a highly stylized dance drama in which the actors wear costumes and masks of ancient tradition. In the days of the Shogun, noh, which deals with historical subjects and Buddhist themes, was performed for the aristocracy; kabuki, for the people.

Takarazuka. Takarazuka is Japanese opera, consisting only of female performers who play both male and female roles. The shows are musical renditions of both Japanese and Western stories. Takarazuka is quite popular with the older generation of Japanese.

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Modern Western plays (in Japanese translation) also abound. At any one time, these may range from Shakespeare and Chekhov to Beckett and Pinter. In addition, the Theater Club at Camp Zama (a U.S. military base) presents plays in English from time to time. Finally, there are lots of movie houses showing foreign films. These are generally in the original language with Japanese subtitles. Movie house prices are very high—ten to fifteen dollars. A full list of movies currently playing is printed in all the English-language newspapers.

LIVING NATIONAL TREASURES

In Japan there is a system for honoring and rewarding artists who achieve ultimate mastery of their crafts. Individuals who are uniquely skilled in a particular Japanese art or craft such as kabuki, noh, pottery making, or metalwork are designated "important cultural properties" and are known as Living National Treasures. A great deal of honor and prestige accompany this designation, and the artists are given an annual grant so that they can train others and perpetuate their art, thus ensuring that the arts and crafts will not die out. Individuals do not receive a great deal of public acclaim but they are well known to others who practice the craft or follow it closely.

DIVERSIONS

You might want to sample some of Japan's principal games and informal leisure activities early on, both to see how much you enjoy them and to learn about another side of Japanese culture.

Go. A strategic game using black and white stones on a square board, go requires two players. The object is to enclose the largest area of space with your stones.

Shogi. Shogi is Chinese-style chess. The object is for the two players to immobilize each other's king and capture him. Both go and shogi are considered intellectual games and are played professionally.

Mah-jongg. This game, usually played for fun or for money, was introduced to Japan in the 1920s from China. It has become very popular; there are mah-jongg parlors all over Japan.

Manga. There are manga (Japanese comic books) on every conceivable subject: sports, hobbies, special interests, history, cooking, survival, sex and sadism, and on and on. Almost everyone reads them—housewives and salarymen as well as young people. Most are drawn by skilled artists.

Pachinko. Pachinko is a pinball game that uses small steel balls in a vertical slot machine. Many people sell their prizes back to the parlors for money, thus making it a gambling game (which is illegal but winked at by the authorities). The name comes from the sound the balls make when shot into the machine. Gaudy pachinko parlors can be found virtually anywhere in Japan.

SPORTS

The three sports most widely known in Japan are golf (the Saturday company golf games are an accepted part of the work-week); baseball, mostly a spectator sport; and *sumo*, traditional Japanese wrestling.

Other popular sports are judo, volleyball, skiing and karate. Gymnastics, soccer, swimming, diving, horse racing, car racing, tennis, badminton, squash, basketball, bowling, and skating are also pursued to some extent. Tennis is also very popular among the expatriate set.

Sports Clubs and Facilities

Many of the best sports facilities are, unfortunately, in private clubs, where membership is costly. It has been reported that "tennis clubs, golf courses, etc., are beyond the easy reach of most individuals and indeed of many companies. Fees are horrendous." Many corporations maintain club memberships for their expatriate managers, so you will want to inquire about company arrangements first. Resort hotels also offer access to sports facilities to their guests, and expatriates have been known to check in for a weekend to take advantage of such offers.

To find out more about sports clubs and facilities, inquire at the large hotels, scan the English-language newspapers for club events and activities, or contact the Japan National Tourist Organization.

Golf

Japan is understandably proud of its golf courses. There are some outstanding ones in several resort areas: the Kawana Hotel (two eighteen-hole courses) in Ito (Shizuoka Prefecture); Hakonen Golf Course, Dai-Hakone Country Club, and Hakone Kurakake Golf Course in Kanagawa Prefecture; and the Fuji Golf Course in Yamanashi Prefecture. Remember, however, that private clubs are staggeringly expensive and that public courses are crowded and costly as well. The best idea for golf enthusiasts is to write the Japan Golf Association (Japan Golf Association c/o Palace Building, 1 chome, Marunouchi, Chiyoda-ku, Tokyo) for information about guest arrangements and possible memberships.

Baseball

Baseball was introduced into Japan in 1873 and has a long history in the Land of the Rising Sun. There are two professional leagues, each with six corporate-sponsored teams, and the season culminates with a World Series. The Yomiuri Giants in Tokyo are the New York Yankees of Japan.

The semiannual all-Japan high school baseball tournament at Koshien Stadium in Osaka is probably the single most popular sports event in the country. Tokyo's Big Six University League (one of several), featuring such traditional powerhouses as Waseda and Keio, also generates widespread enthusiasm. For younger children, there is even Little League.

For an introduction to the sport of baseball as it reflects Japanese attitudes and culture, see Robert Whiting's *The Chrysanthemum and the Bat* on sale at most bookstores that handle foreign-language publications.

Sumo

No overview of sports in Japan would be complete without some mention of sumo, the ancient ritualized form of wrestling that even the most skeptical of foreign observers will concede ranks among the world's most fascinating sports.

The pride that the Japanese take in this traditional form of encounter goes beyond their fondness for baseball, golf, bowling, or any other imported sport. It is—like the wood-block print, kabuki, and haiku—a creation indigenous and unique to Japan, and as such is highly valued.

American interest in the sport was enhanced some years ago by the emergence of a Hawaiian (ring name: Takamiyama) as one of the more successful and popular wrestlers. His book, *Takamiyama*, coauthored by longtime sumophile John Wheeler, provides a wrestler's-eye view not simply of the sport itself, but of the tradition that surrounds it. Recently another Hawaiian (ring name: Konishiki) has risen to one of the highest ranks in sumo and has a large following.

There are sumo tournaments six times a year in Japan, every other month. The tournament lasts for fifteen days, and each one is broadcast for two or more hours a day on NHK, the public television channel. Try to cultivate a taste for sumo. Like learning the language and eating the food, being able to appreciate sumo will enhance your standing among neighbors, office colleagues, and business associates, and perhaps give you some additional insights into Japanese culture.

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Skiing

Skiing is a popular sport in Japan, and there are many good resorts with a great variety of practice hills, lifts, tows, and jumping facilities. A number of resorts boast lovely hotels and inns, many of them with hot-spring baths to slip into after a hard day on the slopes. The primary ski area is located in the "Japanese Alps" in the Nagano area of central Japan. There is also excellent skiing in Hokkaido from early fall to late spring. Most areas are packed on weekends and holidays, so midweek skiing is preferable.

You can rent equipment almost everywhere, although you may have trouble if your feet are big or if you are very tall. Costs range from thirty to seventy dollars for an all-day ski pass. The best way to get to the slopes is by the many special ski trains. If you can get a second-class reserved seat in advance, you will pay about half what it costs in first class.

Judo

Judo is indigenous to Japan, its roots tracing back to early times. It is a kind of wrestling in which one uses flowing movements to exploit the momentum of one's opponents in throwing them down. You can watch experts any time at the famous Kodokan in Tokyo.

Karate

Karate originated in China and came to Japan via Okinawa, but it too has now been completely "Japanized" and has been taken up by thousands in Japan as well as throughout the world. You can take lessons or watch classes at the headquarters of the Japan Karate Association, located near Ebisu Station in Tokyo.

Tennis

For those who play tennis and can afford the fees, the Tokyo Lawn Tennis Club has excellent facilities. Your time on the waiting list

can be shortened by mailing your application before you arrive: 1-8 Azabu Morioka-cho, Minato-ku, Tokyo. In the Osaka-Kobe region the Kobe Regatta and Athletic Club (KRAC) and the Shioya Country Club (thirty minutes west of Kobe) offer tennis, swimming, and other sports. There are also a number of social clubs in the area with sports facilities.

FESTIVALS

In the course of a year, nearly every city, village, temple, and shrine sponsors a festival, known as a *matsuri*. Music, the roll of drums, processions of people, and brightly colored decorations are everywhere. In large cities such as Tokyo and Osaka, festivals seem to be celebrated continuously. Each is special to one group of people whose celebration is joined by thousands of well-wishers, visitors, and tourists.

Festivals originated in the early days of Japan when people communicated joyously with their gods, hoping to gain favor and bring blessings on their neighborhoods or their labors. Religious sentiments still form the core of many festivals, though few Japanese are active members of religious organizations.

The presence of the gods is symbolized by the carrying of a gaudily decorated *omikoshi*, a small portable shrine borne on the shoulders of the male members of the neighborhood association. The carefree spirit with which this is done is impressive; exuberance and joy are the hallmarks of these occasions. Joining the festive crowds as often as possible is a good way not only to learn your city but also to see Japanese families totally relaxed and enjoying themselves.

Each issue of the *Tour Companion* (a free weekly newspaper available at all major hotels) gives the history and details of one major *matsuri*. Maps with subway information are included.

TRAVEL IN JAPAN

Travel in Japan is exceptionally pleasant, rewarding, and really quite easy, but it does take a little motivation, a good guidebook,

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some Japanese phrases, and a lot of money. Those who limit themselves to Tokyo or other big cities miss a great deal. Outside the cities Japan is a delight for the visiting foreigner. This is true partly because the Japanese feel responsible for their visitors' welfare and partly because travel facilities are better developed than anywhere else in Asia. It is true also because Japan is simply a beautiful country, with settings to satisfy all tastes. You can choose warm seascapes or rugged snow-covered mountains any time of the year. Between the mountain ranges are fertile valleys dotted with lakes; streams and rivers cut deep gorges and ravines in the mountains, cascading down in lovely waterfalls. Because the coastline is so irregular, it is almost twice as long as that of the United States, providing magnificent vistas of rugged mountains jutting up from the sea as well as a wealth of harbors.

The Japan Grey Line, a sight-seeing company, has bus tours in English all over Japan. They have half-day and full-day tours of Tokyo, evening tours of kabuki shows and geisha parties, one- or two-day trips to Mt. Fuji, and many other excursions. Someone is available to accept reservations in English twenty-four hours a day (Tel: (03) 3433-5745).

Just outside Tokyo lies Kamakura, an ancient city and home of the famous outdoor Giant Buddha and many notable temples. From Tokyo you can easily get to the lofty "Alps" in central Honshu. From the highest mountain peaks you can see both the Pacific Ocean and the Japan Sea. More than 250 volcanic peaks rise higher than six thousand feet, some to nine thousand, and Mt. Fuji to more than twelve thousand. Nearly two hundred of the volcanos are still active. In the summer months it is possible to climb Mt. Fuji (don't be surprised if there are little old ladies passing you on the way up).

Nikko, to the north of Tokyo, is another easy trip. It is a beautiful mountainous area with many ancient temples. Nikko is also the site of a winter carnival which includes the creation of an enormous ice city including long slides and an impressive two-story ice castle.

Kyoto, once the capital and center of Japanese culture, has hundreds of temples and other sacred edifices, including Kiyomizu, the huge temple complex located on the eastern mountain overlook-

ing the city; the Silver and Golden Pavilions (Ginkaku-ji and Kinkaku-ji); and the stunning rock garden of Ryoanji.

South of Kyoto lies Nara. Older than Kyoto, Nara was the first capital of Japan and is home to the largest wooden structure in the world, which houses another Giant Buddha. Nara is a popular destination for Japanese and non-Japanese tourists alike. Many of the city's points of interest are located within easy walking distance of each other, which makes the area ideal for day trips.

The tea plantations of Shizuoka and the coast of the Boso Peninsula are other favorite destinations. The southern island of Kyushu is a warm and beautiful area year round. As you go to these or other areas, whether by train, bus, or car, you will be able to see a lot of the rural life-style and farming methods. Since only 16 percent of the mountainous islands can be farmed, even when you pass through densely populated areas you may still see terraced rice fields climbing up the sides of mountains.

The Izu Peninsula, west of Tokyo, is a beautiful area in the summer. In the winter try to get to Sapporo on the northern island of Hokkaido. Their winter festival is one of the best, with giant snow sculptures dwarfing the surrounding office buildings. Hokkaido is less populated than the other large islands of Japan and architecturally the most Europeanized. The chilling climate of Hokkaido provides excellent skiing and is in stark contrast to the warmer areas of the southern islands.

In major cities and tourist areas throughout Japan you will find Western-style hotels, but there are also many *ryokans*, the famous Japanese inns, and *minshuku*, family-owned guest houses. There are over eighty thousand ryokans in Japan and several hundred minshuku that have been recommended by the Japanese National Tourist Organization. They provide a pleasant and memorable experience which can bring one closer to the Japanese than their Euro-American equivalents.

You may want to work out travel plans before you leave home. If so, contact Japan Air Lines (JAL), Japan National Tourist Organization (JNTO), or the Japan Travel Bureau (JTB). Keep in mind, however, that you may be able to make more advantageous arrange-

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ments after you arrive in Japan. Trains and buses are, as previously discussed, punctual, clean, generally inexpensive, but oftentimes crowded. You may wish to obtain a JapanRail Pass, which allows the bearer unlimited travel on all Japan Railway (JR) trains, including the Shinkansen, the bullet train, for a specified period of time. It must be purchased outside of Japan and used within one year of the purchase date. For Rail Pass information, contact any international tourist agency.

For further tourist or travel information, you can explore the many travel guides about Japan or the numerous English-language newspapers and journals, which will provide current information on happenings of interest. In the Tokyo area, the *Tokyo Journal* or the *Tokyo Weekender* will provide information on all events in eastern Japan. Elsewhere, look for the *Discover Kinki* newspaper, which has all the information for the Osaka, Kyoto, and Kobe areas. All of these publications are available in hotel lobbies or most bookstores.

Major Cities

TOKYO

Overview

Tokyo is enormously exciting. Most visitors find it a dynamic city and enjoy being there despite the pressure of the costs. It is the center of Japanese government, industry, finance and culture. Culture in Tokyo is outstanding, far ahead of most other cities in Japan. Theater of every variety flourishes; symphony orchestras compare well with those in Europe and the U.S.; the Japanese writers clustered in Tokyo produce some of the world's best current literature; and the city is the center of outstanding contemporary architecture and industrial design.

Tokyo bridges two worlds—one is quite traditional, the other, thoroughly twentieth-century and on the move. Hundreds of modern buildings, including a number of skyscrapers, are changing the Tokyo skyline. There is a huge new metropolitan development of more than a dozen skyscrapers covering some 240 acres and eleven blocks. The Keio Plaza Hotel was the first of the tall buildings, forty-seven stories high. In the past, there was great reluctance to build upward because of fear of another major earthquake. Recent advances in architectural design, however, are believed to have overcome the dangers involved, and tall buildings are now common in Tokyo.

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Some of the more affluent foreigners live in Western-style apartments or houses at five or six times the rent they would pay outside of Japan. Many foreigners, however, choose to live in more Japanese-style housing, which is more reasonably priced.

Already, millions of yen have been spent to build highways, design and develop a central park area, and build a massive rail and subway station for the more than 3.5 million people who live, work, shop, and play in the Shinjuku (western) section of Tokyo, now considered to be the heart of the city.

One of the largest cities in the world, Tokyo is extremely densely populated, with over thirty million residents in the metropolitan area and surrounding suburban centers. The city is a hodgepodge of factories, private homes, meat markets, nightclubs, vegetable and fish shops, fancy hotels, and office skyscrapers. Land is at such a premium that the entire city has only six square miles of parks. The resulting urban problems are staggering.

Air Pollution. Tokyo's factories discharge nearly two million tons of waste gases each year, and motor vehicles add an additional two million tons.

Traffic Congestion. There is parking for only ninety thousand of the two million cars found here, and cars average only twelve miles per hour through the clogged streets (about the speed of a bicycle). Buses are even slower.

Housing Shortages. A million families are said to be living in substandard housing; about one-third of all buildings are wooden firetraps.

Water Pollution. The Sumida River, which flows through Tokyo, is certainly no cleaner than New York's East River or the canals of Venice. Drains in most houses are open, and unpleasant smells are common.

With all these urban woes, and as disorganized and confusing as it can be, Tokyo has become a magnet of international finance and commerce and draws thousands of visitors each year.

The City

In the center of Tokyo lies the Imperial Palace, where the emperor resides. The imperial grounds, which are open to tourists, contain beautiful gardens and are surrounded by moats. This is the location of the famous Budokan Hall, where major concerts and martial arts championship tournaments are held.

Just to the east of the imperial grounds are the Otemachi and Marunouchi areas—the center of Tokyo's business district. Tokyo Station is located here. South of the imperial grounds lie the political centers of Tokyo, Nagatacho and Kasumigaseki. Here the Diet building and all ministries are located. A little to the east of the political center and south of Marunouchi lies the well-known Ginza shopping area. To the west of the Imperial Palace is the beautiful Meiji Shrine and the major areas of Shibuya and Shinjuku. To the north is Ueno, where the famous Tokyo Zoo is located, and Ikebukuro, a major shopping area. Ikebukuro station is one of the most confusing because the Eastern Store is located at the western exit and the Western Store is located at the eastern exit. Be sure to carry a map with you on your first few times out.

The main shopping areas in Tokyo are in Shinjuku, Shibuya, Ikebukuro, and—classiest of all—the Ginza. Two trendy shopping areas frequented by the young are Roppongi and Harajuku. The latest in fashions and other things Western or inspired by Western styles can be found there, especially in Harajuku.

For a taste of Japanese shopping less influenced by the West, try an area which the Japanese refer to as *shitamachi* (downtown), called Asakusa (pronounced "ah-sox-ah"). Also, most neighborhoods in and around Tokyo are a fascinating mix of traditional shops, boutiques, and department stores.

As in any city, there are areas which specialize in specific products. The Akihabara area specializes in shops selling only elec-

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trical appliances. In Jimbocho nearly a hundred little bookstores selling new and used books line the streets.

Transportation in Tokyo

Taxis are usually plentiful but can be scarce during rush hours. There are taxi stands at all hotels and train stations, or you can hail them in the street.

Tokyo's extensive rail network provides service to every part of the city. Ten different subway lines crisscross back and forth through the center of Tokyo. The most important train line is the Yamanote line, which runs in a loop around central Tokyo. Major stops include Tokyo, Ueno, Ikebukuro, Shinjuku, and Shibuya. Most of the other trains run from the loop to the outlying areas. Trains and subways run every three to five minutes from about 4:30 A.M. to 1:00 A.M.

Tokyo also has many buses. As said before, the signs are in Japanese, but once you know your route, buses are very convenient.

Finding addresses in Tokyo has been known to cause many headaches. Most businesses and stores can be located by identifying the nearest train or subway station. If you are having trouble finding an address, stop at one of the many police boxes, and ask the policeman for directions. If you know the name of your destination or have it written in Japanese, they will help you as best as they can, even if they don't speak English.

Tourist Information

Japan Travel-Phone is a country-wide service offering information in English. The telephone number for the Tokyo area is (03) 3502-1461; hours are 9:00 A.M. to 5:00 P.M. daily.

Tours, temple celebrations, festivals, and other events occur constantly in Tokyo. Contact the Japan National Tourist Organization for details (see chapter 3, "On Arrival"). Besides the more common tourist attractions, Tokyo offers some additional, and quite interesting, opportunities to the visitor. Japan's high productivity and efficient

quality control can be viewed firsthand on a tour of a Japanese factory. There is usually no fee, and often an English-speaking guide is available. A partial list of possible tours includes

Toyota Motor Corporation,
Nissan Motor Company,
Toshiba Science Institute,
Tokyo National FA (Robot) Center,
Suntory Brewery,
Asahi Newspaper,
Tokyo Stock Exchange, and
NHK Broadcasting Center.

The NEC electronics corporation (located in front of the Uchi-saiwaicho subway station) has a showroom that is open to the public from 10:00 A.M. to 6:00 P.M. daily. Tokyo Central Wholesale Market is gigantic, selling fish, fruits, and vegetables. A three-hour tour is available from major hotels by Japan Grey Line (Tel: (03) 3433-5745).

The Japan Travel Bureau offers a one-day "Industrial Tokyo" tour which is probably the most worry-free and time-efficient way to get a glimpse of industrial Japan. For addresses of helpful business bureaus and governmental agencies, see chapter 13.

KYOTO

Overview

The Japanese think of Tokyo as Japan's head and Kyoto as its heart. As the country's capital for more than a thousand years, Kyoto has nurtured Japan's religious and cultural traditions: the noh theater, the tea ceremony, geisha entertainment. Its surrounding hills and distant mountains inspired painters and poets. Because Kyoto was one of the few areas spared by Allied bombing attacks in World War II, it has more surviving landmarks than any other Japanese

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city—over one-fifth of the country's total—drawing twenty million visitors a year from the rest of Japan.

The majority of these landmarks are Buddhist temples and Shinto shrines that are still in use. Some are found in the very center of the business district, where once tranquil courtyards now serve as parking lots. But the most noted ones are safely perched on nearby slopes, protected by parks. The inside of a temple compound looks as it did when the shoguns ruled feudal Japan; monks and worshippers carry out centuries-old rites.

Silks, porcelain, and lacquer are all produced in Kyoto, which is also the educational center of western Japan. More than a thousand years ago, an early city planner laid the city streets out in grids. Despite all the inroads of modern expansion, this ancient symbol of Japanese culture remains to distinguish Kyoto as one of the world's truly fabulous cities.

The City

Kyoto is basically a rectangle with Kyoto Station at the southern base. Anyone coming to the city by train or bus will arrive at Kyoto Station. In the middle of the city stands Nijo Castle and the old Imperial Palace. To the east of the palace are Kiyomizu (clear water) Temple and the Silver Pavilion. To the west are Ryoanji, known for its rock garden, and the Golden Pavilion.

Existing side by side with modern industries is a thriving traditional crafts trade. Craftsmen's skills have been handed down through generations of families and are very much in evidence today in Kyoto and in many other historic cities, towns, and villages. The following is a partial listing of places in Kyoto where you can watch artists work; admission is free unless otherwise indicated.

Yuzen Cultural Hall is a five-minute walk from Kankyu line's Nishi-Kogoku Station. The exhibit includes not only a beautiful collection of Yuzen kimono; it also includes demonstrations of a three-hundred-year-old dyeing technique used in making the kimono. Open daily from 9:00 A.M. to 5:00 P.M. (last admission 4:00 P.M.). Admission ¥300.

Kyoto Handicraft Center, a two-minute walk from Kumano-Jinja-mae bus stop, is a retail cooperative composed of Kyoto's leading craftsmen and handicraft shops. You can watch artists making pottery, silks, damascene, lacquer ware, wood-block prints, dolls, etc. The Center is open daily from 9:00 A.M. to 6:00 P.M.

Inaba Cloisonne, a one-minute walk from Keihan line's Sanjo Station, is a retailer/manufacturer of cloisonne (objects with fired enamel decoration) accessories and crafts. You can watch craftsmen at work and buy the finished products. Open daily from 9:00 A.M. to 5:30 P.M., the workshop is closed on Sundays and, in summer and winter, on the second Saturday of each month.

Kyoto Municipal Museum of Traditional Industry, a one-minute walk from Kyoto-Kaikan-Bijutudan-mae bus stop, not only exhibits various handicrafts made of silk, bamboo, lacquer, handmade paper, and ceramics, it also demonstrates the centuries-old production process of various handicrafts. The museum is open daily from 9:00 A.M. to 5:00 P.M. except on Mondays.

Transportation in Kyoto

Running from Kyoto Station in the south to Kitaoji in the north is Kyoto's one subway line. The best way to travel around Kyoto, however, is by bus. More than ten different bus routes begin at Kyoto Station, departing regularly for all parts of the city.

Kyoto is not a very large city, so if you have the time and the energy, you might choose to walk. Just get a map at the tourist information center and explore. For the less adventuresome, guided tours are available.

Tourist Information

The Japan Travel-Phone number for the Kyoto area is (075) 371-5649; hours are 9:00 A.M. to 5:00 P.M. daily.

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The Kyoto Teletourist Service is a twenty-four-hour service which plays a ninety-second tape in English describing events taking place during the coming week. The number is (075) 361-2911.

Three tourist offices in Kyoto offer information in English to visitors:

1. The Kyoto Tourist Information Center, located in the Kyoto Tower Building. Tel: (075) 371-5649. The office is open from 9:00 A.M. to 5:00 P.M. Monday through Friday, 9:00 A.M. to noon on Saturday, and closed Sundays and holidays. The telephone service is available from 9:00 A.M. to 5:00 P.M. daily.
2. The Department of Cultural Affairs and Tourism, Tourist Section, located at Kyoto Kaikan Okazaki. Tel: (075) 752-0215.
3. The Japan Travel Bureau, directly outside the central exit of Tokyo Station.

OSAKA

Overview

Central Japan is known as the Kansai area, of which Osaka is the center. A large city of over two and a half million people, Osaka lies at the mouth of the Shin-Yodo River, which empties into the Bay of Osaka. The city forms the heart of the Hanshin Industrial Zone. Laced with both natural and man-made canals, Osaka is known as the "Venice of Japan" to some, the "Chicago of Japan" to others, and the place to make money to everyone. In former days people greeted each other with the phrase, "How is business?" instead of "Good morning." When Tokyo was merely a fishing village, Osaka, blessed with extensive waterways and energetic merchants, was already an important commercial center. The people of Osaka are considered

to be aggressive, forward-looking, outspoken, and less self-conscious than the people of other areas in Japan. Their dialect (*Osaka-ben*) reflects this attitude. It is lively and emotional.

Osaka has a long and venerable history. In 1584 the great Osaka Castle was built for the military ruler of the time; since then Osaka has been a center for both domestic and foreign commerce as well as a transportation and communications hub for the whole Kansai District.

Today, the Osaka area is a supercity, with Osaka functioning as the heart of a megalopolis that runs from Kyoto to Kobe and beyond. This area is said to account for more than 30 percent of Japan's industrial output, almost 40 percent of the nation's commercial and foreign trade transactions, and over 40 percent of its exports. Some 50,000 factories, large and small, are responsible for this output, most of it chemicals, heavy industry, textiles, food, and printing. Naturally, the result is smokestacks, crowded streets, pollution, and massive buildings. There is as little room for green parks and peace and quiet as in any other huge metropolis. Osaka is not a particularly beautiful city, but it is modern. Its driving energy and ancient culture make an exciting and pleasurable combination.

The City

The city of Osaka can be a little confusing at first, but you can easily become familiar with its layout. It can be divided into three sections: north, central, and south. Two main boulevards run the length of the city. Traffic on Mido-suji runs from north to south, and traffic on Yotsubashi-suji runs south to north. These handsome avenues lined with gingko and other trees, banks, office buildings, and department stores are evidence of the city's prosperity.

The area around Osaka Station forms the heart of the northern part of the city. This area is called Umeda (plum field). Located here are the main post office, the Hankyu and Hanshin department stores, many office buildings, restaurants, and hotels. Here too is the city's main traffic hub, the terminal point for interurban buses and railway lines leading to outlying areas. The Umeda Underground Center is

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a bustling market, lined with stores and cafes. The Shинchi area is well known for its posh, expensive restaurants.

Further to the north, across the Shin-Yodo river, is Shin-Osaka Station, where the Shinkansen terminal is located. To the northwest lies Itami Airport (Osaka International Airport).

The central part of the city includes a large island called Nakanoshima, lying between the Dojima and Tosabori rivers. Here are situated the city offices, *Asahi* newspaper headquarters, part of Osaka University, the prefectural library, Nakanoshima Park, and many of the big hotels. To the east of the island is Osaka Castle, which has been destroyed and rebuilt several times over the centuries. The present building is five stories high and made of reinforced concrete, a replica of the 1931 version. It stands high on a forty-six-foot rampart commanding a broad view of the city and its surroundings. It is brilliantly illuminated at night and visible for miles. In this area the Osaka immigration office and police headquarters are also located.

The southern part of the city is the area around Namba Station. This is Osaka's entertainment district, including the huge Shin-Kabukiza Theater; the Bunraku Puppet Theater; and Dotobori, a street of small theaters and restaurants along the Shirinashi River. There are also many music halls, cabarets, movie houses, stores, and bars; the covered pedestrian shopping street of Shinsaibashi-siji is a wonderful place to spend the day walking and window-shopping.

To the southeast of Namba is the area called Tennoji, a pleasant area of the city, with a botanical garden and a large park. The Tennoji Zoo is a great place to take the children for a day (try to avoid Sunday when it is quite crowded). The Shitennoji Temple, with its aura of ancient Japan, is also in this area.

Outside the city a substantial mountain range extends over Nara and Osaka prefectures, and a sixty-square-mile park has been established for hiking, camping, and other recreation. Mt. Ikoma in the north rises over twenty-two thousand feet and is reached by cable car or the Hannan Highway; there are large and lovely recreation areas at the top and a spectacular view. In the west, at the Osaka Ferry Terminal, ferries leave daily for Kyushu and other parts of Japan and offer a different way to view the country.

This is the best city in which to visit industries and observe Japanese production methods. Twenty-three companies of all kinds—autos, beer, TVs, vitamins, electronics, computers, diesel engines, farm machines—offer tours arranged through the Osaka City Office and Osaka Tourist Association. If you are interested, inquire through your hotel, the Japan Travel Bureau, the Trade and Tourist Section of the Economic Bureau in Osaka (1-4 Nakanoshima, Kita-ku), or the Osaka Tourist Association office in Osaka Station.

Of particular interest is the Osaka International Trade Center, a permanent trade show of twenty thousand products from approximately five hundred companies throughout Japan. Visiting businesspeople are provided whatever information, guidance, and contacts they need. Appointments and consultations are readily arranged, and all of it is free. The Trade Center is located near the New Osaka Hotel at 2, 2-chome, Tamai-cho, Kita-ku.

Transportation in Osaka

Getting a taxi in the business area is not always easy, and in the rain or during rush hours it is virtually impossible unless you order it ahead. Osaka cabbies are tough and will often turn down a short ride. In the Umeda and Nakanoshima areas it is quicker to walk or take a train. The JR trains run all around the city in a loop, from Osaka Station to Osaka Bay, to Tennoji, to Osaka Castle and on. As in Tokyo, the trains ring the city, while the subways go through the center. The Midosuji line runs from Shin-Osaka through Umeda to Namba and Tennoji. The Chuo line runs east to west, and numerous others run to most other areas in the city. Trains and subways run every three minutes or so from about 5:30 A.M. to midnight.

Buses are another alternative. As in Tokyo, all bus routes are in Japanese, so the same advice will be helpful: if you must take a bus, have your destination written down in Japanese and ask the bus driver if the bus goes where you want to go. Usually the drivers are very kind and will inform you when your stop comes up.

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Tourist Information

The Japan Travel-Phone number for the Kansai area is (0120) 444-8000. Hours are 9:00 A.M. to 5:00 P.M. daily.

Osaka's tourist industry includes three separate tourist agencies that provide English-speaking service to foreign visitors and guests.

1. Osaka Tourist Association, the Osaka municipal tourist office, operates three offices, providing many services in English.

Osaka Tourist Information Center, located in Shin-Osaka Station (east side of the central gate). Tel: (06) 305-3311. 8:00 A.M.-8:00 P.M. daily.

Osaka Tourist Information Office, located in JR Osaka Station (east side of the east gate). Tel: (06) 345-2189. 8:00 A.M.-7:00 P.M. daily.

Osaka Castle Information Center, Main Keep (first floor). Tel: (06) 944-0546. 9:00 A.M.-5:00 P.M. daily.

2. Osaka Tourist Information Service, located in the International Hotel lobby. Tel: (06) 941-9200. Noon-7:00 P.M. daily; closed Tuesdays.
3. Japan Travel Bureau (JTB), with counters in Osaka Station, the New Osaka Hotel, Osaka Grand Hotel, and the Asahi Building. Tel: (06) 341-5006. JTB also maintains the Foreigner Office, which provides many services in English for travelers. It is located near Higobashi Station on the Yotsubashi subway line. Tel: (06) 449-1071.

KOBE

Overview

Thirty-one percent of Japan's exports pass through Kobe Harbor, and at least nine thousand ships call at its port each year. The port dates back to the third century, when the culture of China and Korea began to flow into Japan. Port activity stretches some eighteen miles east and west along the Bay of Osaka; this is an area of heavy industry—steel, shipbuilding, railroad stock, etc.—as well as such light industries as food processing and rubber and vinyl manufacturing. Commercial activity, both domestic and foreign, is brisk. Out of some 1,300,000 residents, 30,000 are foreigners.

Outside the industrial area, Kobe is full of interesting and scenic places. The Rokko Mountain Range, various lovely beaches, and the Arima Hot Springs are close at hand; there are drives, parks, waterfalls, cable cars, boat excursions, temples, observation points, and recreation complexes; and Kyoto, Nara, and Osaka are within easy range.

The Rokko Mountains, stretching twenty-four miles from east to west behind the city, shield it from strong north winds in the winter, keeping the temperature far more pleasant than it would otherwise be. Mt. Rokko itself, the highest peak, is about three thousand feet; Mt. Maya, second highest, about two thousand. Cable cars carry passengers to the top, or one can drive up as well. At the northern end of the Rokko range, along a gorge, are some thirty small inns, each with its own medicinal hot spring bath.

To the west of the city lie the white sands and dark pines of Suma and Maiko beaches, near the entry to the Inland Sea. Anyone located in this area will live in beautiful surroundings and will find plenty to do.

The City

The center of Kobe is the area around Sannomiya Station on the JR Tokaido line. North of Sannomiya is Shin-Kobe Station, where

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the Shinkansen terminal is located. North of Shin-Kobe are the Rokko Mountains. The southern part of Kobe is the port. A large island (Port Island) extends out into the port, where there are many fashion-related industries as well as Kobe International Exhibition Hall, the Conference Center, the Science Museum, and Portopia Land (a large amusement park). Just east of Kobe lies the famous Himeji Castle. Also known as the White Heron Castle, it is the one most often featured in books about Japan.

Transportation in Kobe

The JR Tokaido subway line runs the length of Kobe, with lines branching off from Sannomiya Station. A monorail called the Port Lines goes to Port Island. Taxis are plentiful, and there are many car rental agencies. The boarding point for the bus to Osaka Airport is at Sannomiya Station in front of the JAL office.

Tourist Information

Japan Travel-Phone service offers information in English. The telephone number for the Kobe area is (0120) 444-8000.

The Kobe House and Information Center, located at 6-15 Ikuta-cho, Chuo-ku, is an information service for foreigners about hotels, hospitals, etc., in the Kobe area. Tel: (078) 242-1043.

Sources of Information

In the United States

Embassy of Japan
2520 Massachusetts Avenue NW
Washington, DC 20008
(202) 939-6700

Consulate-General of Japan
280 Park Avenue
New York, NY 10017
(212) 371-8222
Consulates located in major U.S. cities.

Japan Economic Institute of America
1000 Connecticut Avenue NW
Washington, DC 20036
(202) 296-5633
Provides information on the Japanese economy and on U.S.-Japanese economic relations.

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Japan External Trade Organization

1221 Avenue of the Americas

New York, NY 10020

(212) 997-0400

Offers varied specialized services and publications for business executives.

Japan Information & Culture Center

Lafayette Center III

1155 21st Street NW

Washington, DC 20036

(202) 939-6900

General source of information.

Japan National Tourist Organization (JNTO)

630 Fifth Avenue, Suite 2101

New York, NY 10017

(212) 757-5640

Offices in major U.S. cities. Offers many excellent publications, guides, and directories.

Japan Society

333 East 47th Street

New York, NY 10017

(212) 832-1155

General source of information.

Japanese Chamber of Commerce and Industry of New York (JCCINY)

115 East 57th Street, 6F

New York, NY 10022

(212) 935-0303

U.S. Department of State

Desk Officer for Japan

Washington, DC 20520

(202) 736-4000

In Japan

American Center (Library)
11F ABC Kaikan Building
2-6-3 Shibakoen
Minato-ku, Tokyo
(03) 3436-0901

American Chamber of Commerce
Fukide Building 2
4-21-4 Toranomom
Minato-ku, Tokyo 105
(03) 3433-5381

American Club
2-1-2 Azabudai
Minato-ku, Tokyo
(03) 3583-8381

Charles E. Tuttle Co. Inc
2-6 Suido 1-chome
Bunkyo-ku, Tokyo 112
(03) 3811-7106
A publisher of English books about Japan.

Japan American Society
Marunouchi Building, Room 370
2-4-1 Marunouchi
Chiyoda-ku, Tokyo 100
(03) 3201-0780

The Japan Chamber of Commerce and Industry
2-2, 3-chome Marunouchi
Chiyoda-ku, Tokyo 100
(03) 3283-7867

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Japan External Trade Organization (JETRO)

2-5, Toranomon 2-chome

Minato-ku, Tokyo 107

(03) 3582-5511

Governmental organization for the promotion of exports.

Japan Federation of Prefectural Trade Promotion Agencies

Kokusai Kauko Kaikan

8-3, Marunouchi 1-chome

Chiyoda-ku, Tokyo 100

(03) 3213-6870

Japan Interpreters' Association

Chiyoda Semei Building

5-20 Takadanobaba 1-chome

Shinju-ku, Tokyo 169

(03) 3209-4741

Japan National Tourist Organization (JNTO)

Tokyo Kotsu Kaikan Building

2-10-1, Yuraku-cho

Chiyoda-ku, Tokyo

(03) 3502-1901

The Japan Times

5-4 Shibaura 4-chome

Minato-ku, Tokyo 108

(03) 3453-5312

A publisher of English books about Japan. Topics include cultural background, Japanese business and politics, society, adjustment to living in Japan, and daily living. Write for details.

Japan Travel-Phone

A nationwide toll-free service operated by JNTO.

Information on Eastern Japan: 0120-222800

Information on Western Japan: 0120-444800

Japan Yellow Pages Ltd.
ST Building
6-9 Iidabashi 4-chome
Chiyoda-ku, Tokyo 102
(03) 3239-3501

Tokyo International Trade Fair Commission
7-24 Harumi 4-chome
Chuo-ku, Tokyo
(03) 3531-3371

Kinokuniya Shoten Publishing Department
c/o Kinokuniya Company Ltd.
389-1 Sakuragoaka 5-chome
Setagaya-ku, Tokyo 156
(03) 3439-0125

An excellent bookstore chain which has English departments.

Tourist Information Center, Kyoto
Kyoto Tower Building, Higashi-Shiokojicho
Shimogyo-ku, Kyoto
(075) 371-5649

Tourist Information Center, Tokyo
6-6 Yurakucho 1-chome
Chiyoda-ku, Tokyo
(03) 3502-1461

U.S. Embassy
1-10-5 Akasaka
Minato-ku, Tokyo
(03) 3224-5000

Consulates in Kobe, Osaka, Fukuoka, Nagoya, Sapporo, and Naha, Okinawa. There is also an American Commercial Information Office in Nagoya.

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U.S. Trade Center
7F World Importmart Building
3-1-3 Higashi-Ikebukuro
Toshima-ku, Tokyo
(03) 3987-2441

Recommended Readings

Background

The Anatomy of Dependence. Takeo Doi. New York: Kodansha International, 1973. A penetrating analysis by a leading Japanese psychologist of one of the most important aspects of Japanese culture for westerners to understand.

The Chrysanthemum and the Sword. Ruth Benedict. Boston: Houghton Mifflin, 1946. Classic study of Japanese life and way of thinking.

Communicative Styles of Japanese and Americans: Images and Realities. Dean C. Barnlund. Belmont, CA: Wadsworth, 1989. Insights into contrasting styles of human interaction.

Cultural Atlas of Japan. Martin Collcutt, Marius Jansen, and Isao Kumakura. New York: Facts on File, 1988. Beautifully produced book of photographs and text.

Discovering Cultural Japan: A Guide to Appreciating and Experiencing the Real Japan. Boye DeMente. Lincolnwood, IL: Passport Books, 1988. An enlightening and lively guide to everyday Japan.

154 Japan

In Search of What's Japanese about Japan. John C. Condon and Keisuke Kurata. Tokyo: Shufunatomo Co., 1974. A collection of photographs with brief commentary that gives a visual impression of values in Japanese culture.

The Japanese: A Cultural Portrait. Robert S. Ozaki. Tokyo: Charles E. Tuttle Co., 1978.

The Japanese Mind: The Goliath Explained. Robert C. Christopher. New York: Linden Press/Simon & Schuster, 1983. A perceptive and incisive exploration of all parts of Japanese society.

Japanese Society. Chie Nakane. Tokyo: Charles E. Tuttle Co., 1970. One of the best Japanese studies of Japanese style accessible to westerners.

The Japanese Today: Change and Continuity. Edwin O. Reischauer. Cambridge, MA: Belknap Press, 1988. A sensitive and extremely well-written exploration of the history and culture of Japan.

With Respect to the Japanese: A Guide for Americans. John C. Condon. Yarmouth, ME: Intercultural Press, 1984. Analysis of the way in which culture affects interaction between Americans and Japanese.

Business, Economics, and Politics

The Asia Business Book. David Rearwin. Yarmouth, ME: Intercultural Press, 1991. A comprehensive guide for doing business in Asia.

Business Tokyo. P.O. Box 177, Brewster, NY. Monthly magazine with incisive articles on the Japanese business scene and U.S.-Japanese business and economic relations.

The Economist Business Travelers Guides: Japan. Englewood Cliffs, NJ: Prentice Hall Press, 1987. Information valuable to the business traveler is presented by the well-known journal.

Recommended Readings 155

Foreign Policy of Modern Japan. Robert Scapapino, ed. Berkeley: University of California Press, 1977. Still one of the best studies ever done on this subject.

From Bonsai to Levis. George Fields. New York: Macmillan, 1983. Case studies showing why Americans often find it difficult to sell in Japan.

Hidden Differences: Doing Business with the Japanese. Edward T. Hall and Mildred Reed Hall. New York: Anchor Press/Doubleday, 1987. Discusses the subject within the context of Edward T. Hall's well-known concepts of culture and communication.

How to Do Business with the Japanese: A Strategy for Success. Mark Zimmerman. New York: Random House, 1985. Comprehensive guide.

Japan as Number One: Lessons for America. Ezra F. Vogel. Cambridge, MA: Harvard University Press, 1979. Discusses Japanese management and the forces that have produced Japan's economic resurgence.

Japanese Etiquette and Ethics in Business, 5th edition. Boye DeMente. Lincolnwood, IL: National Textbook, 1987.

A Japanese Journalist Looks at U.S.-Japan Relations. Yukio Matsuyuma. Boulder, CO: Westview Press, 1984.

The Japanese Negotiator: Subtlety and Strategy beyond Western Logic. Robert M. March. New York: Kodansha International, 1988.

Dictionaries and References

A Dictionary of Basic Japanese Grammar. Seichi Makino and Michio Tsusui. Tokyo: Japan Times.*

*Date Unavailable

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Affective Expressions in Japanese. Ronald Sueski and Hiroko Maseda. Tokyo: Hokuseido.*

An Illustrated Dictionary of Japanese Onomatopoeic Expressions. Taro Gomi. Tokyo: Japan Times.*

Colloquial Japanese. New York: Routledge, 1987. Textbook for self-instructional use.

Complete Japanese Verb Guide, The. The Hiroo Japanese Center. Tokyo: Tuttle.*

Handbook of Modern Japanese Grammar. Yoko M. McClain. Tokyo: Hokuseido.*

Japanese Words and Their Uses. Akira Miura. Tokyo: Tuttle.*

Let's Learn Hiragana. Yasuko Kosaka Mitamura. Tokyo: Kodansha, 1985. An excellent introduction to the hiragana script.

Let's Learn Katakana. Yasuko Kosaka Mitamura. Tokyo: Kodansha, 1986. An excellent introduction to the katakana script.

Nihongo Notes Series by Osamu Mizutani and Nobuku Mizutani, published by the Japan Times: *Expressing Oneself in Japanese*, *Situational Japanese*, *Speaking and Living in Japan*, *Studying Japanese in Context*, *Understanding Communication in Japanese*, *Understanding Japanese Usage*.

Power Japanese Series published by Kodansha, 1991: *All About Particles*, by Naoko Chino; *Body Language*, by Jeffrey G. Garrison; *Instant Vocabulary through Prefixes and Suffixes*, by Timothy J. Vance; *Beyond Polite Japanese*, by Akihiko Yonekawa.

*Date Unavailable

Other

Japan: A Travel Survival Kit. Ian McQueen. Oakland, CA: Lonely Planet Publications. Periodically updated. Thorough, lively travel guide.

Japan Almanac. Boye DeMente. Lincolnwood, IL: Passport Books, 1987. Dictionary-style compilation of information.

Jobs in Japan: The Complete Guide to Living and Working in the Land of Rising Opportunity. John Wharton. Denver: Global Press, 1986.

Survival Kit for Overseas Living. L. Robert Kohls. Yarmouth, ME: Intercultural Press, 1984. An excellent reference for preparing to go abroad and meeting the challenges of setting up residence in a new country.

Transcending Stereotypes: Discovering Japanese Culture and Education. Barbara Finkelstein, Anne Imamura, and Joseph J. Tobin, eds. Yarmouth, ME: Intercultural Press, 1991.

UPDATE JAPAN

Japan has a rich and, at least for Westerners, puzzling culture which offers both challenges and rewards. If you are about to relocate there (or have recently done so), you will need help in meeting these challenges and in settling in. UPDATE JAPAN can provide this help, whether you plan to relocate for three months or three years. Not only does it cover such practical matters as entry requirements, transportation, money matters, housing, schools, and insurance, it also includes invaluable information on Japanese values, customs, business practices and etiquette, and general background information.

Read UPDATE JAPAN before you leave—it will help in your preparations. Read it again upon arrival in Japan—it will be your guide to settling in. Refer to it often as a resource during your stay—it will help you keep your experience in perspective as well as furnishing you with valuable information on Japanese society and culture, and on practical issues such as purchasing or selling a car, finding medical assistance, setting up housekeeping, and locating a school for your children.

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